

HGV Training
Report
February 2016
TfL number: 15019
FT number: 1826a

V3.0

future
thinking



Research note:

Future Thinking designed and implemented a quantitative and qualitative research programme. The results from each of the phases are shown separately

- Quantitative results – Slides 2-53
- Qualitative results– Slides 54-110

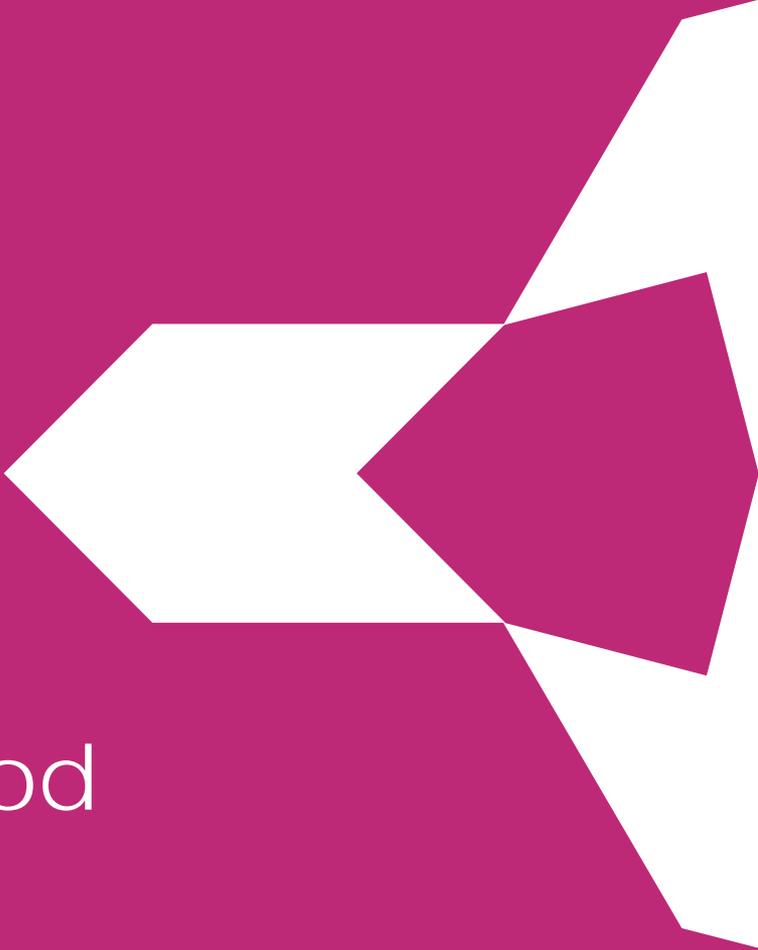




Contents - Quantitative

- Objectives and method
- Summary
- Business context
- Awareness of FORS and training
- FORS Toolkit
- Performance, quality & impact of training
- Increased uptake

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Objectives and Method

Business objectives

To evaluate whether the current suite of FORS training meets the needs of Fleet Operators, Managers and Drivers to bring about effective behaviour change and contribute to TfL's Surface Outcomes of Safe and Efficient Deliveries in London



The full set of objectives for this programme of work have been addressed by both quantitative and qualitative research. This report only addresses the objectives explored in the quantitative research



Method

A programme of research with HGV drivers and fleet managers

Drivers

Face to face
Survey:



Fieldwork
dates:



182

Interviews with drivers across 4
different depots/sites

27 October 2015 - 8 January
2016

Managers

Telephone
Survey:



Fieldwork
dates:



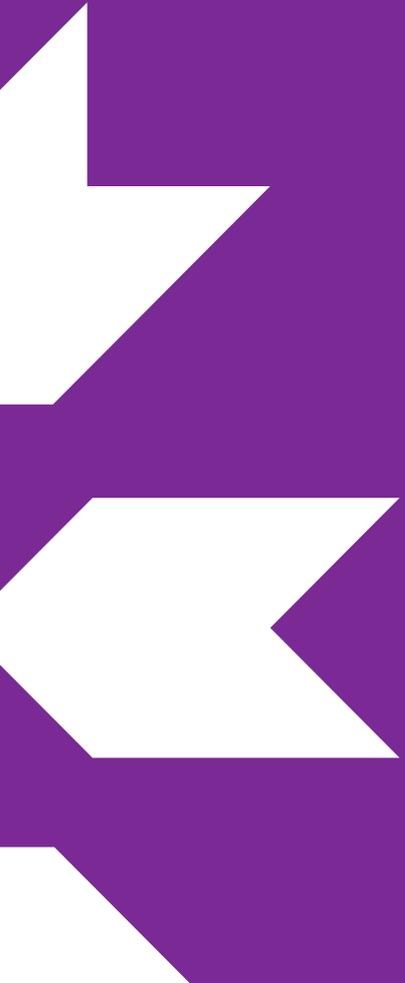
250

Interviews with managers from
a cross section of industries

Manager sample obtained
from the FORS Operators
database

27 October – 6 November
2015

Samples not representative of all HGV drivers and managers; therefore results must be read with a degree of caution



Summary

The FORS programme is delivering well

Establish the
awareness of the
Freight and Fleet
training portfolio



- High awareness of FORS scheme. All managers are aware and 70% of drivers report awareness
 - There is limited awareness that TfL is responsible for the scheme especially among managers. This demonstrates that the FORS brand is becoming stronger and there is greater disassociation with TfL
 - Awareness of courses and Toolkits is high for managers; but notably lower for drivers
 - Take-up of courses and Toolkits is moderate among managers and very low for drivers
 - Opportunity to increase both awareness and take-up of courses among drivers
- The findings suggest that managers are not necessarily communicating information about FORS down to drivers and this is demonstrated by the knowledge gap between the two groups
 - There is a strong link between awareness of courses and take-up. Courses commanding higher awareness are the ones that have greater attendance

Overall performance of the courses is good

Determine the **impact and performance** of the current Freight and Fleet training portfolio and its contribution to improving the knowledge and skills

- The courses are well delivered, and trainers are rated very highly on most measures
- The courses themselves are also rated highly for their usefulness
- Drivers overwhelmingly believe the courses are contributing to maintaining professional standards
- Encouragingly, the drivers who attend courses see the benefits of the training, with many acknowledging that it made them more considerate of other road users

There seems to be some reservations about the FORS courses among managers. While they think the courses are well delivered they are perhaps unable to apply some of the learnings in a real life context. This suggests that further communications around the course objectives and the competencies that would be gained would be beneficial



Future take-up is strong



Define current
and future
industry training
requirements

- Future likelihood to recommend is high, particularly among those who have attended courses or used toolkits
- Most would also attend FORS training or use other resources in the future
- Few managers were able to give suggestions to course changes
- Drivers suggest more localised training to minimise travel and courses delivered by ex-drivers
- Some drivers suggest making the training compulsory

- There is a need to encourage more drivers to attend courses
- A focus on messages around career progression may be used as a hook for take-up
- A pre-course email outlining the objectives of the course may provide greater clarity for managers. Post course, a follow up reminding attendees to implement the course/Toolkit learnings may minimise some of the uncertainties highlighted



A fee introduction to training likely to lower take-up

Assess reactions to hypothetical discontinuation or withdrawal of **funding** in part or in full

- Few drivers and managers say they attended the course because it was free
 - However, the introduction of a fee is likely to have some impact on training take-up, only 54% of managers say there would be no change as a result
 - Drivers are more likely to believe there would be no change, with some highlighting that a lot more drivers would attend as a result of the payment
- Managers have some reservations about some elements of the course, a fee is likely to result in some questioning the courses' value. Greater clarity on competencies and how to apply learnings may minimise some of the negative perceptions



The image features a solid green background. On the left side, there are white geometric shapes that create a jagged, abstract border. These shapes include a large white triangle pointing right, a smaller white triangle pointing left, and a white trapezoidal shape. The text "Business context" is centered horizontally and positioned in the upper-middle section of the green area.

Business context

Business challenges

It is encouraging to see that many managers highlight complying with FORS standards as a challenge for fleet management. While there is scope to minimise burden, this demonstrates that maintaining or complying with standards is on their agenda



16%
Costs



15%
safety



14%
Complying with
FORS standards



14%
Attracting **new drivers**
to the industry



8%
Congestion



11%
Legislation



11%
Finding **good**
people



6%
Timescales



5%
Administration



3%
Environment

Safety and Congestion are mentioned as challenges and both these aspects are addressed in the FORS training

QB6 What do you feel are the main challenges for fleet management?

Base: All managers (250)

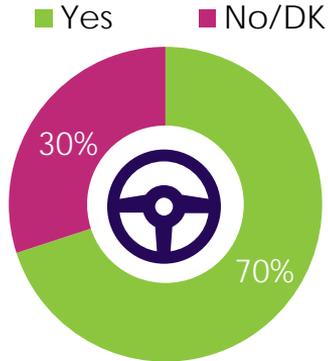


Awareness of FORS & training

Awareness of FORS is universal for managers

While there is scope to increase awareness among drivers, levels are still high. The very high level of FORS awareness among managers may be because the sample was sourced from the FORS Operators database

Aware of FORS



Drivers



Managers

64% of drivers aware say their company has FORS accreditation



Aware FORS is national scheme



QA1 Are you aware of FORS? Base- All drivers (182) All managers (250)

Q.A1B And did you know FORS is now a national scheme? Base: All aware of FORS - Drivers (122) All managers (249)



There is however a significant drop in the proportion aware that TfL is responsible for the scheme

While overall awareness of FORS is much higher among managers, there is limited awareness of TfL's role. Awareness levels much higher among drivers who attended training

Aware that TfL is responsible for FORS



58% Aware of FORS

42% Aware of FORS

There are some clear knowledge gaps, only 39% of managers who have attended training are aware that TfL is responsible for FORS

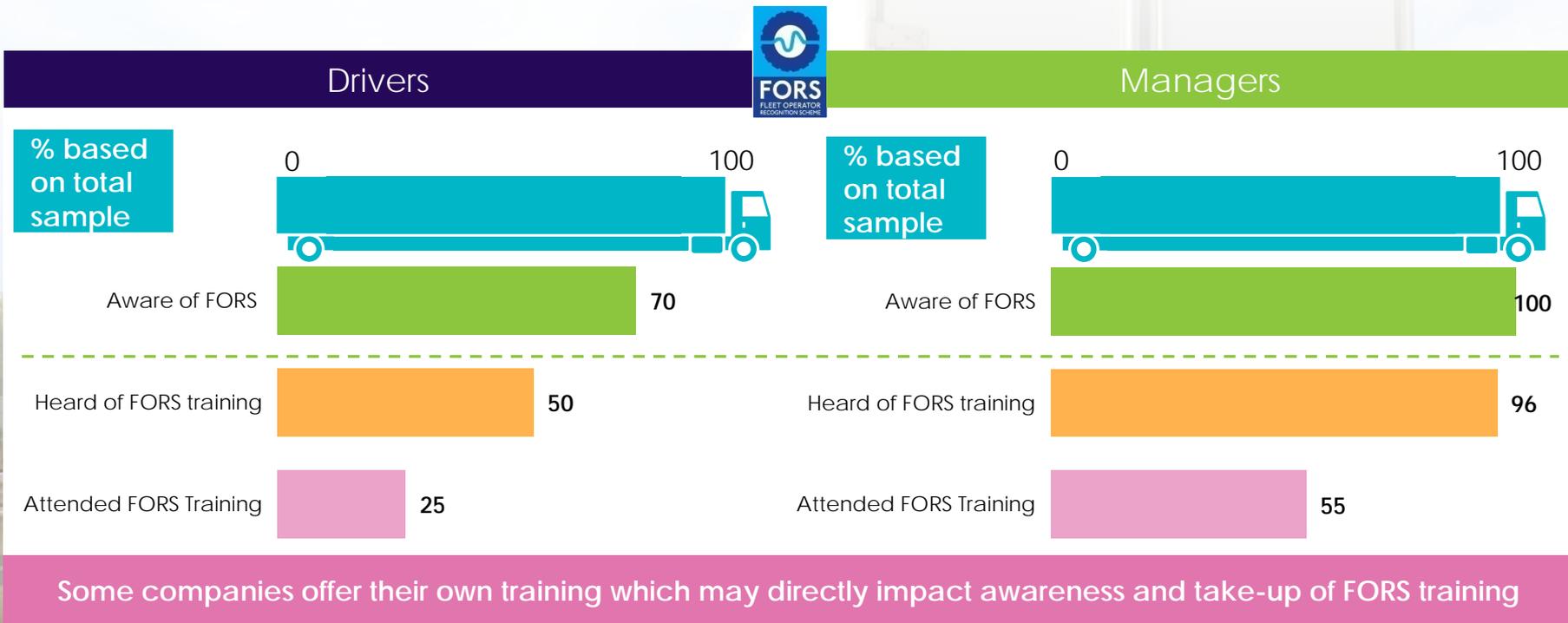
Q.A2 Who do you think is responsible for FORS?

Base: All aware of FORS- Managers (249), Drivers (128)



Overall awareness of FORS training courses is extremely high for managers

Exposure is limited among drivers, with 75% of those interviewed not attending training

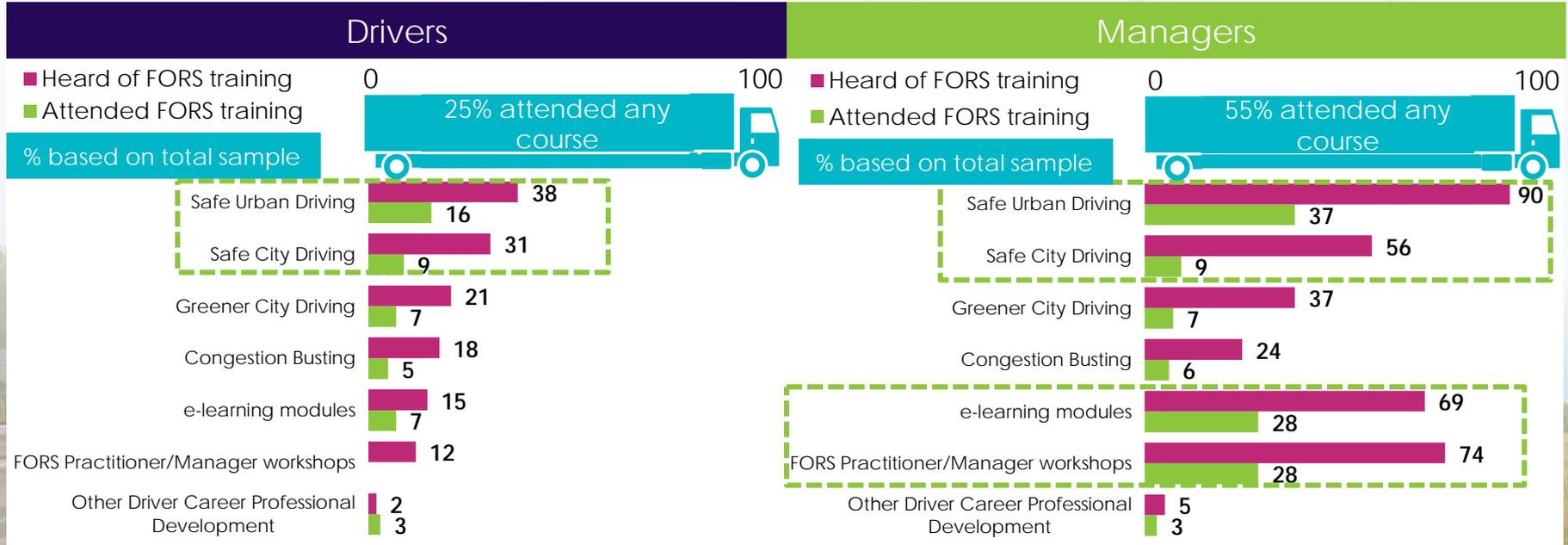


Q.A3 Which of these FORS training courses have you heard of?

Base: All - Managers (250); Drivers (182)

Some courses have a lower take-up, particularly among drivers

There are some awareness gaps with regards the FORS courses available among drivers. The courses with higher awareness levels are the most attended



33% of managers have been on 2 or more training sessions

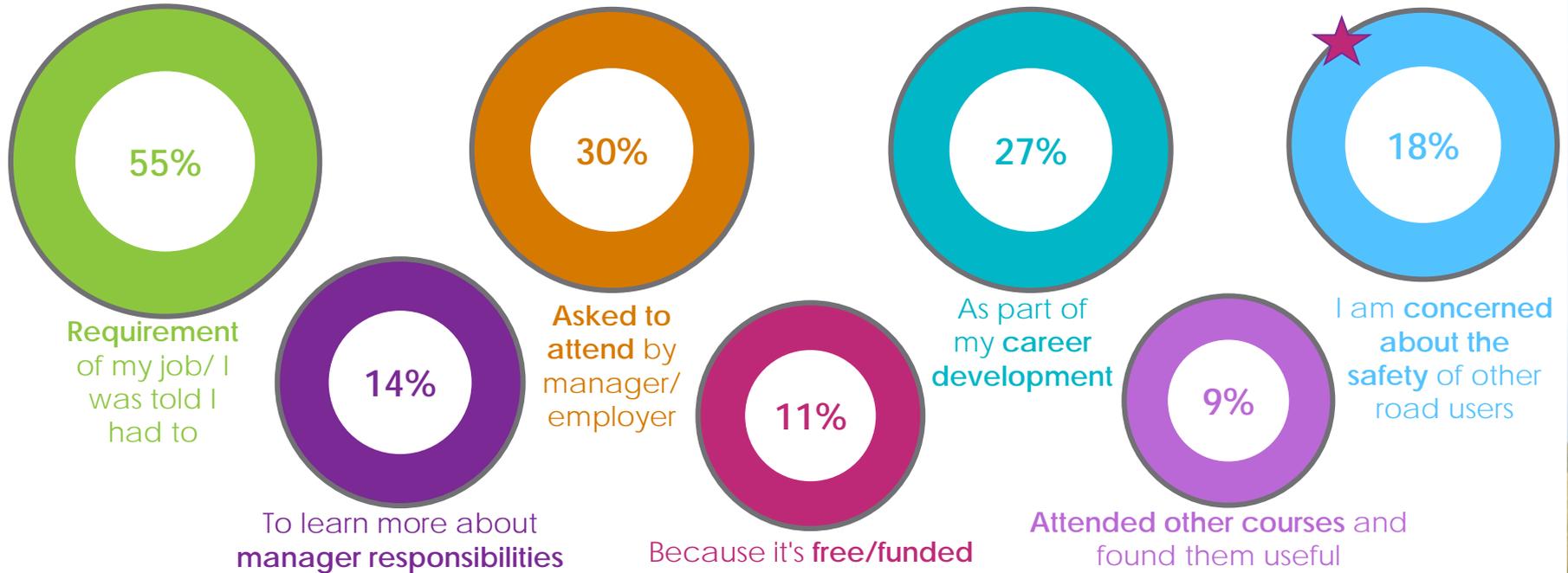
Q.A3 Which of these FORS training courses have you heard of?
 Base: All - Managers (250); Drivers (182)

Q.A4 Which of these training courses have you attended?
 Base: All - Managers (250), Drivers (182)

Drivers are primarily attending courses to meet their contractual requirements

Drivers

It is also encouraging that FORS training is associated with career development and few attend because it's free



19% of course attendees have been on two or more training sessions

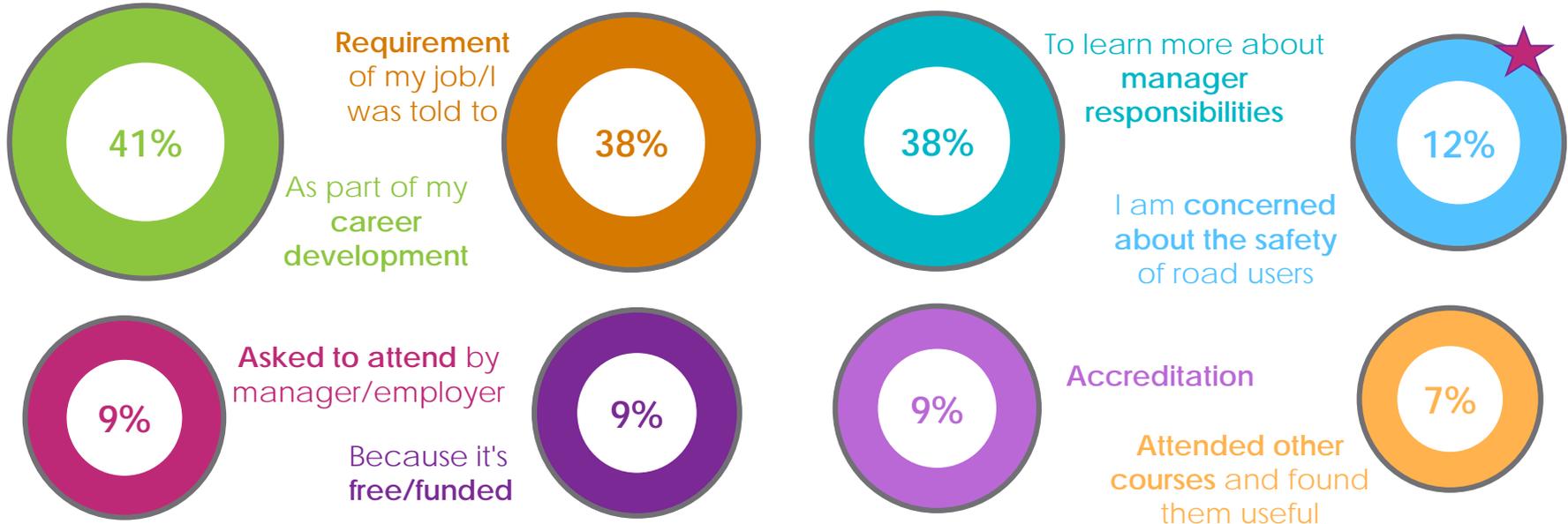
Q.A5b Why did you attend FORS course?

Base: All drivers who attended FORS training and responded (44)

Career development is the top reason for attending FORS courses for managers

Managers

Many also attend to learn about manager responsibilities. There is scope to integrate a manager module on increasing awareness of FORS among drivers if this does not already exist



Managers with 6+ years experience more likely to have been on multiple courses

Q.A5b Why did you attend FORS training?

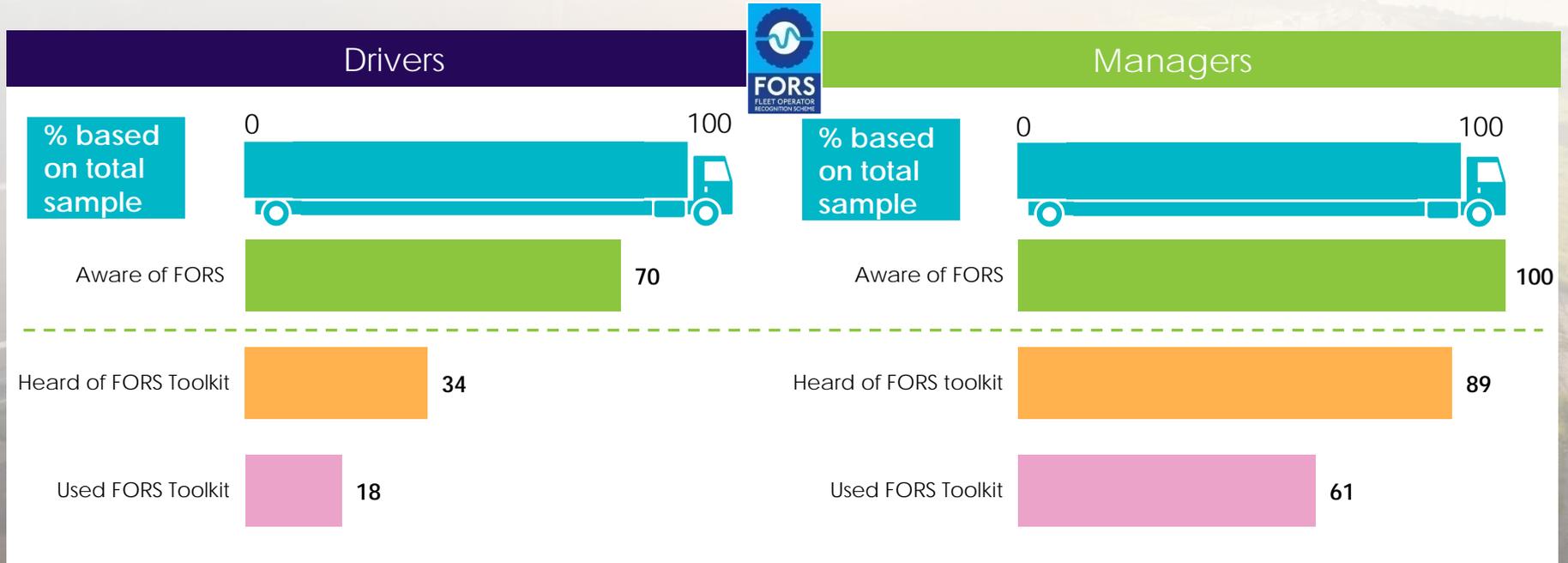
Base: All managers who attended FORS workshop (69)



FORS Toolkits

Awareness of toolkits (89%) is marginally lower than for training (96%)

However, slightly more managers have used the resource



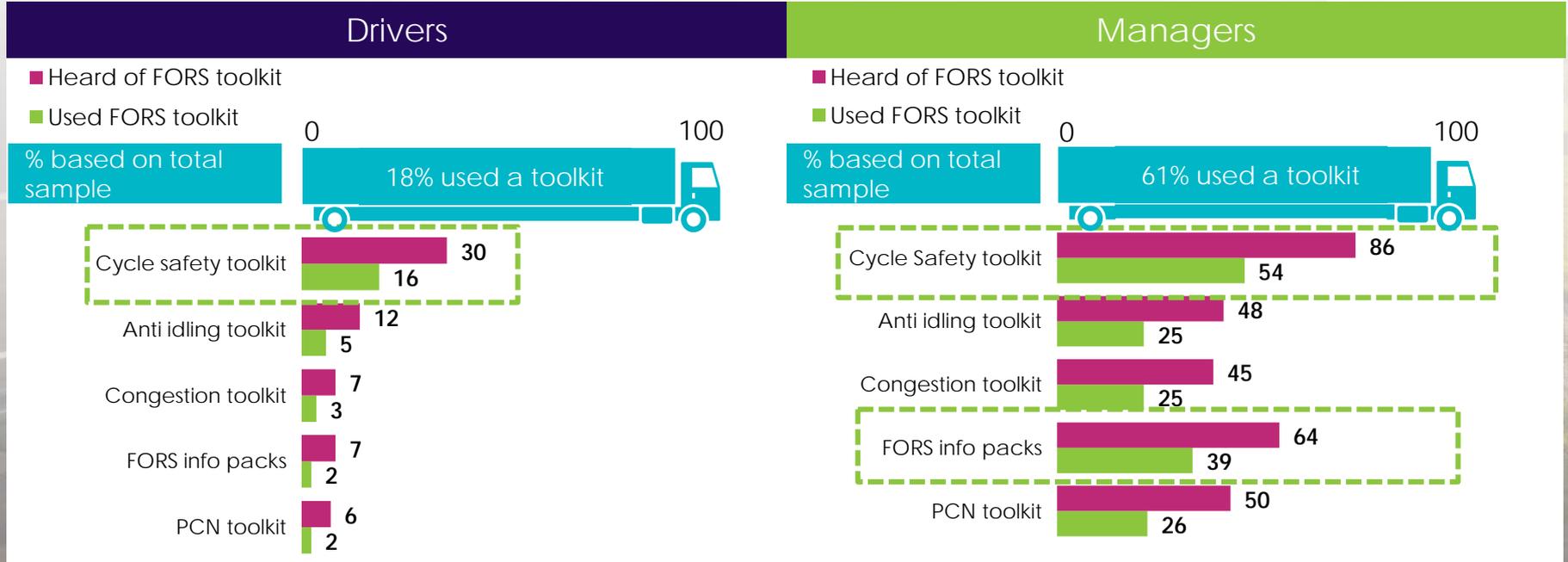
Some companies offer their own training which may directly impact awareness and take up of FORS Toolkits

Q.A6 Which FORS Toolkits have you heard of? Q.A7 Which FORS Toolkits have you used?

Base: All - Managers (250), Drivers (182)

The most commonly used toolkits are Cycle Safety and FORS

As observed with training, use is limited among drivers. However a significant proportion of managers are aware and utilise the library of Toolkits available to them



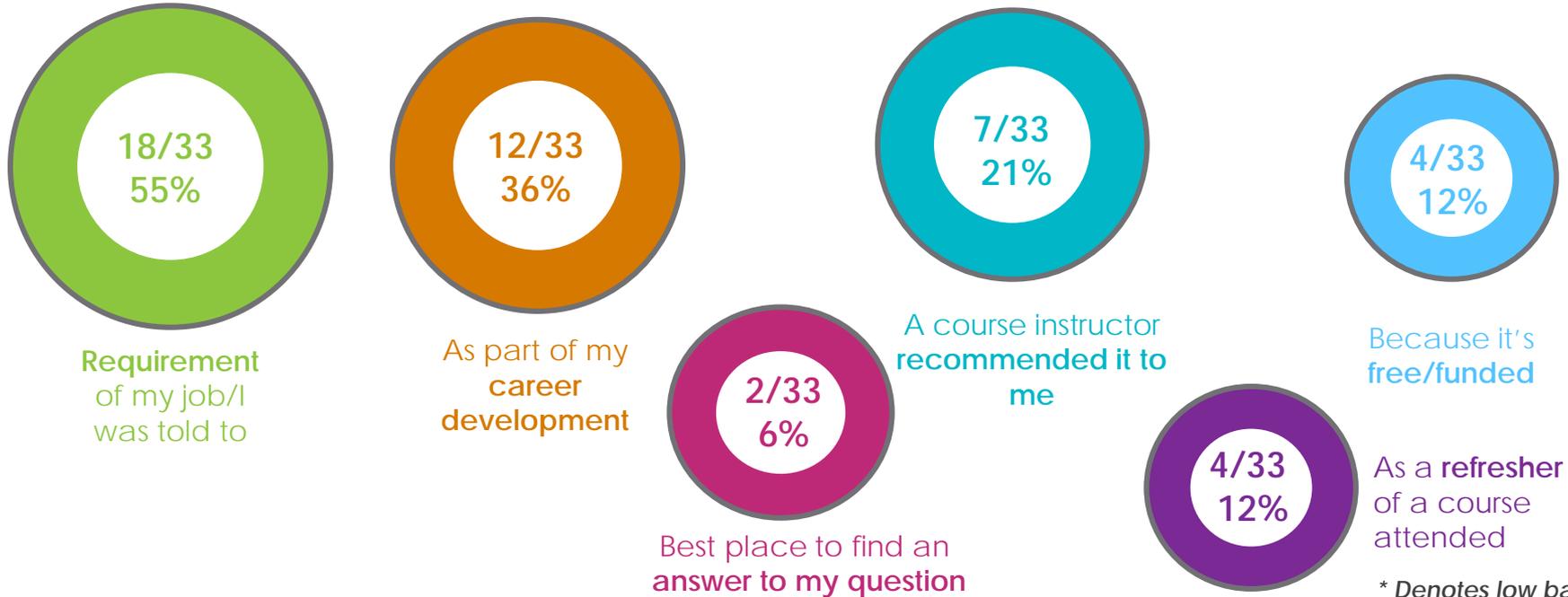
71% managers using Toolkits have accessed two or more

Q.A6 Which FORS Toolkits have you heard of? Base: All - Managers (250), Drivers (182)

Q.A7 Which FORS Toolkits have you used? Base: Aware of Toolkits - Drivers (62) Managers (222)

Again, the top reason for using toolkits is job requirement

Recommendation of course from instructors resonates well with drivers



* Denotes low base

Career progression could be a hook for getting more drivers to using FORS Toolkits

QA8. Why did you use the toolkit?)

Base: All drivers who used a FORS toolkit (33*)

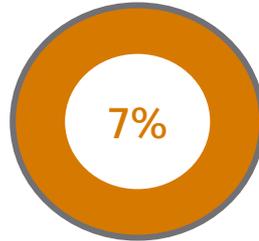
No one reason stands out as a strong driver for using FORS Toolkits

Managers

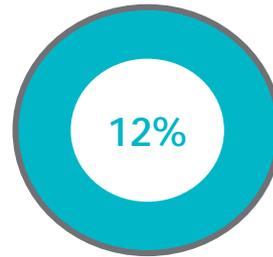
The most mentioned reason for using Toolkits among managers is to learn about driver awareness and improved driver behaviour



Driver awareness/
improved driver
behaviour



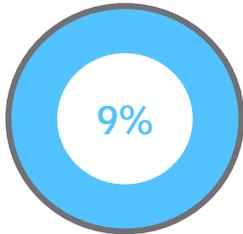
To **reduce** fatalities



As part of my
career
development



Requirement of
my job/I was
told



As a **refresher** of a course attended



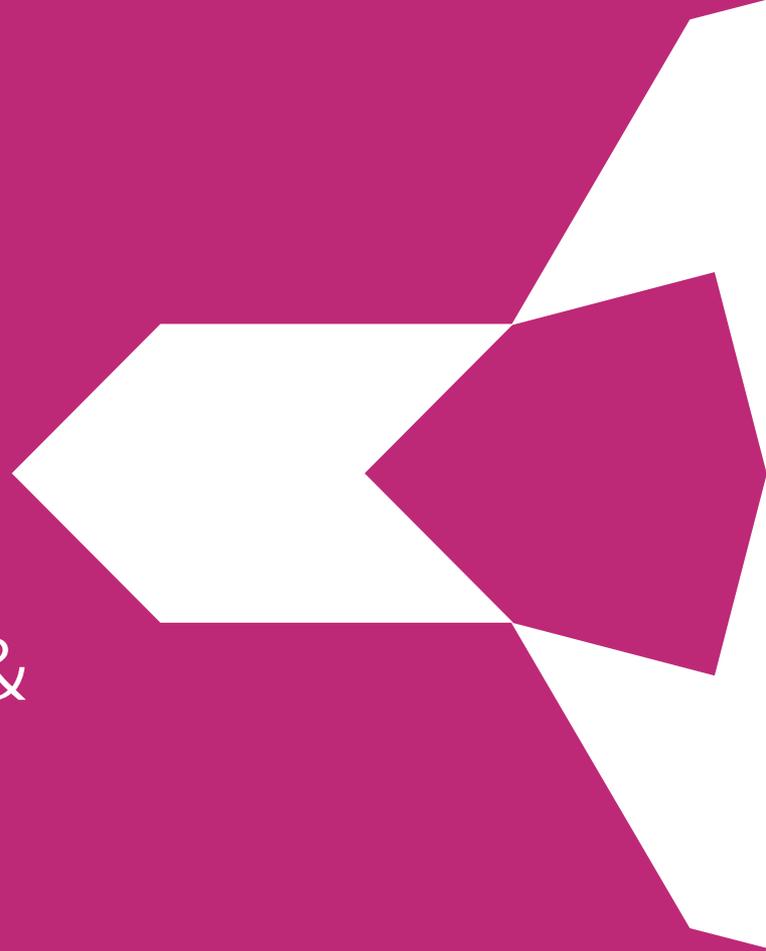
Best place to find an
answer to my question

There is scope to increase FORS Toolkits value so that managers can use it as the go to resource for questions

QA8. Why did you use the toolkit?

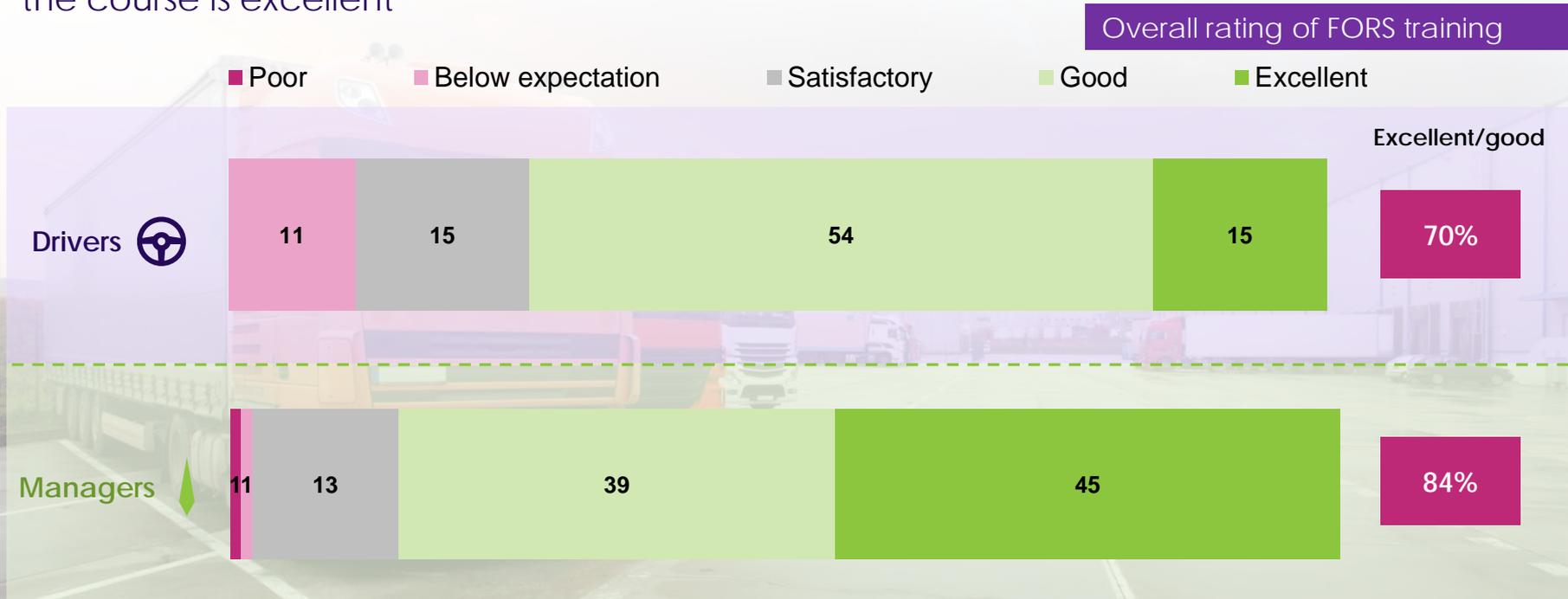
Base: All managers who used a FORS toolkit (153)

Performance, quality &
impact of training



On the whole, FORS training is perceived as fit for purpose

Although drivers are likely to believe courses contribute to professional standards few feel the course is excellent



Nearly all of those who feel the training is good or excellent would recommend FORS training to colleagues

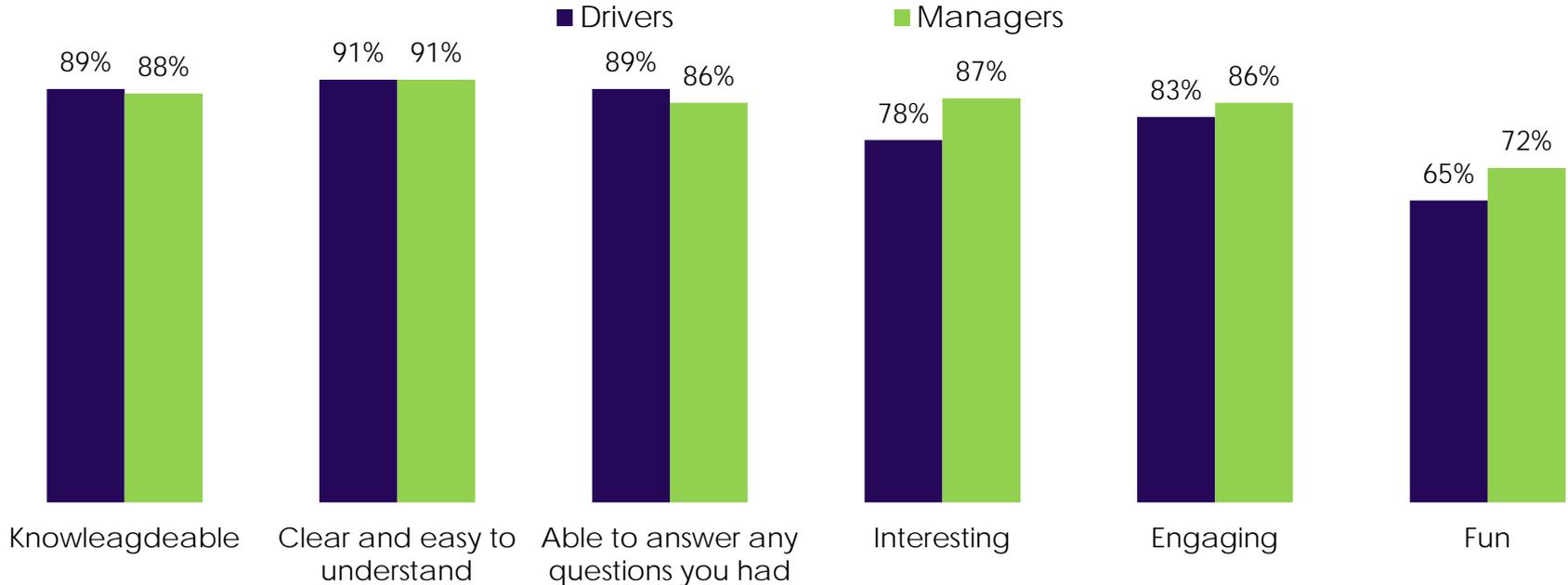
Q.P1 Overall how would you rate the training provided by FORS?

Base: All who attended training - Drivers (46), Managers (137)

Courses are well delivered

Trainers are consistently rated highly, they are both knowledgeable and engaging. There is scope to increase interest among drivers

Ratings of FORS Trainers



For each of the measures, around 10% of managers gave a don't know response

Q.P2 And was the trainer?

Base: All who attended training - Managers (137), Drivers (46)

All courses are well regarded by both drivers and managers, with the majority saying they found them useful

It is important to maintain relevance, particularly for the manager courses on Greener City Driving and Congestion busting courses

(Base sizes for the number of respondents per course are shown in brackets)

* Denotes low base

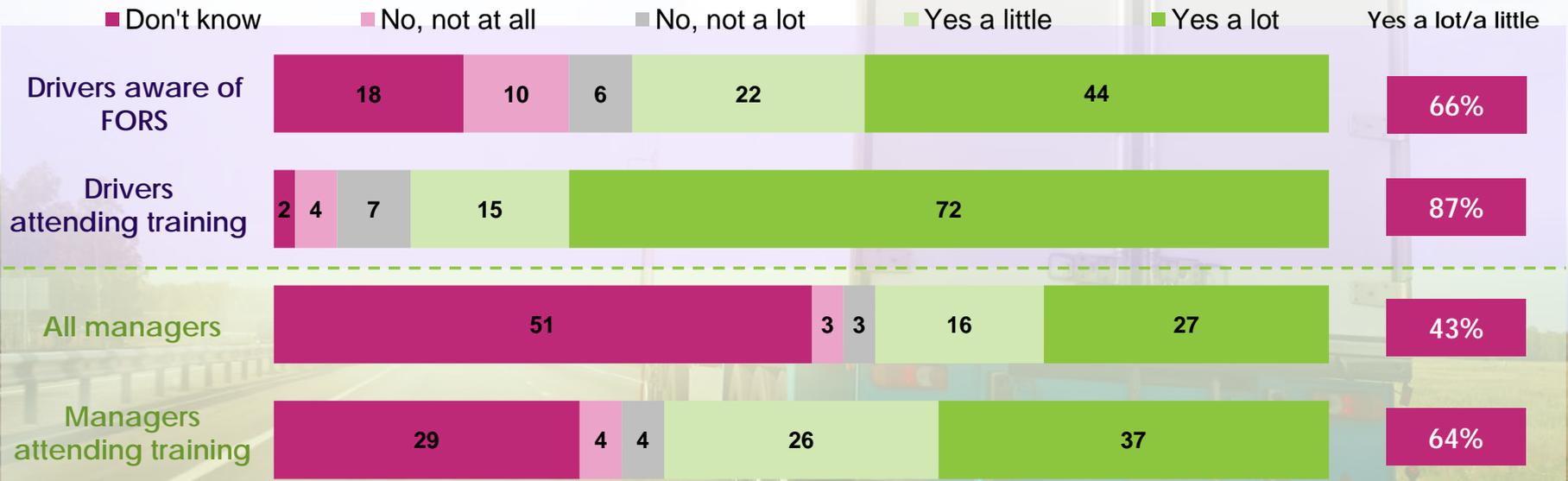
	Extremely useful/fairly useful	
	Drivers	Managers
FORS Practitioner/Manager Workshops	N/A	64 out of 69 (93%)
Safe Urban driving	25 out of 29* (86%)	84 out of 92 (91%)
Safe city driving	15 out of 16* (94%)	21 out of 23* (91%)
E-learning modules	12 out of 12* (100%)	57 out of 71 (80%)
Congestion Busting	9 out 10* (90%)	12 out 16* (75%)
Greener City Driving	11 out of 12* (92%)	14 out of 18* (78%)

Q.P5 Thinking specifically about the most recent Safe City Driving you attended, how useful did you find it? Base: All who attended training - Managers (137), Drivers (46)

There is however a disconnect between managers and drivers views on the benefit of FORS training

Very strong link between attending training and belief that training contributes to maintaining standards among drivers. Worryingly, there is a significant cohort of managers who cannot say whether training contributes to maintaining standards

Perception on whether FORS training contributes to professional standards

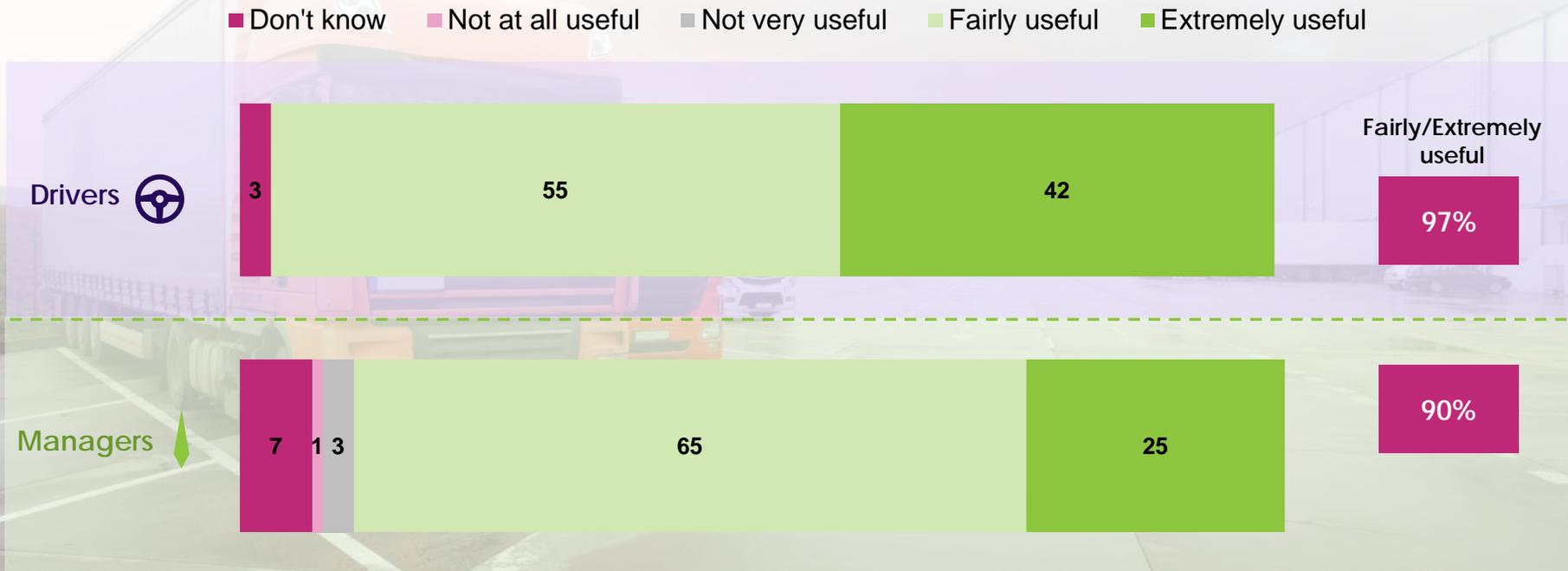


Q.P6 Do you feel FORS training courses contribute to maintaining professional standards? / Manager workshops help you manage your operation effectively? Base: Drivers aware of FORS (128), Drivers attending training (46) All managers (250), Managers attending training (137)



Overall, FORS Toolkits are perceived as useful by both drivers and managers

While FORS Toolkit use is low among drivers, nearly all rate this resource as extremely or fairly useful



Q.P9 Thinking specifically about the most recent toolkit you used, how useful did you find it?
Base: All who used a FORS Toolkit - Drivers (33*) Managers (153)

* Denotes low base

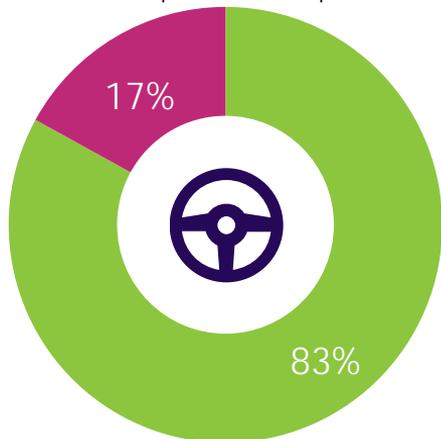


The training courses do not always equip managers with the specified core training competencies

However, drivers are more likely to have gained as a result of the training

Drivers

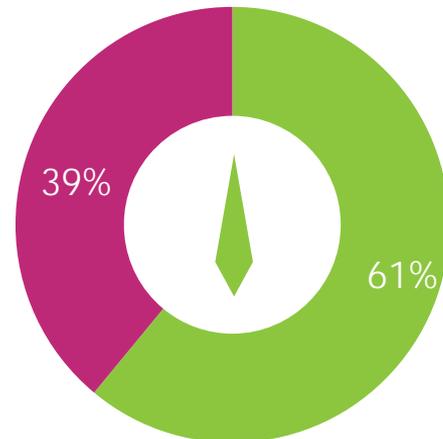
- Contributed to specified competencies
- Did not contribute to specified competencies/no answer



Q.P7a Do the FORS training courses make you feel any of the following? Base: All drivers attending training (46)

Managers

- Contributed to specified competencies
- Did not contribute to specified competencies



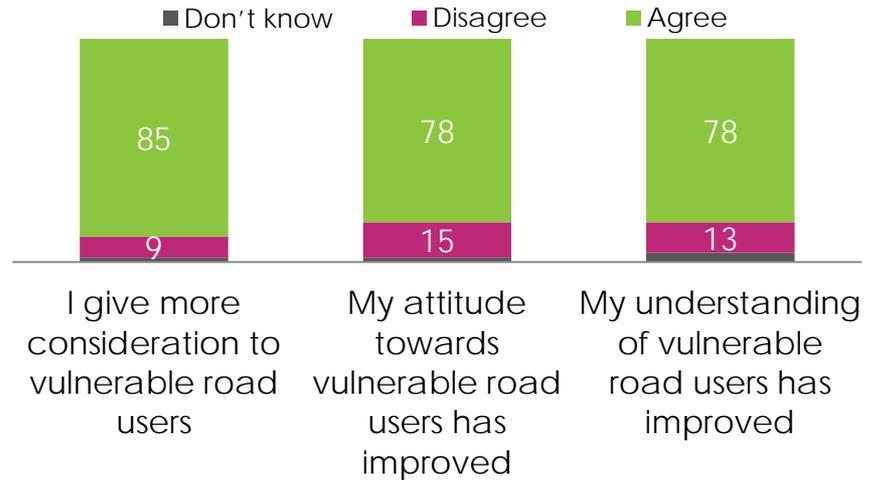
Q.P7b Since attending the FORS Practitioner / Manager do you feel... Base: All Managers attending training - Managers (137)

Drivers have greater awareness of other road users as a result of the training they attended

The training is enabling drivers to have greater empathy for more vulnerable road users. There is however a minority group who say there has been no behaviour change as a result of the courses

	Drivers
More aware of other road users	61%
Safer driver	52%
More confident when driving	52%
More qualified when driving	48%
A better driver	43%
More sympathetic	43%
None of the above	13%

Consideration, attitudes and understanding of vulnerable road users



Q.P7a Do the FORS training courses make you feel any of the following?
Base: All who attended training Drivers (46)

Q.P8 As a result of FORS training, do you agree or disagree with the following statements. - As a result of FORS training I give more consideration to vulnerable road users -Base: All who attended training Drivers (46)

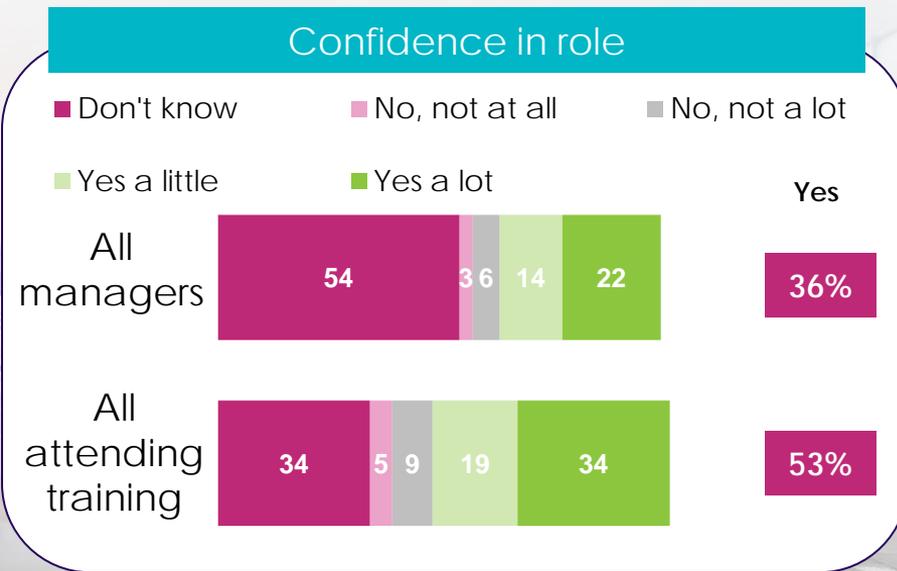
Managers say courses help them to make better decisions for their company as well as for drivers

However, a significant proportion cannot categorically say whether the FORS practitioner/manager workshops have boosted their confidence in their role as a transport manager

	Managers
Able to make better decisions for the company	56%
More knowledge of compliance	55%
Able to make better decisions for the drivers	53%
More knowledge when managing	46%
Better understanding of HGV industry overall	45%

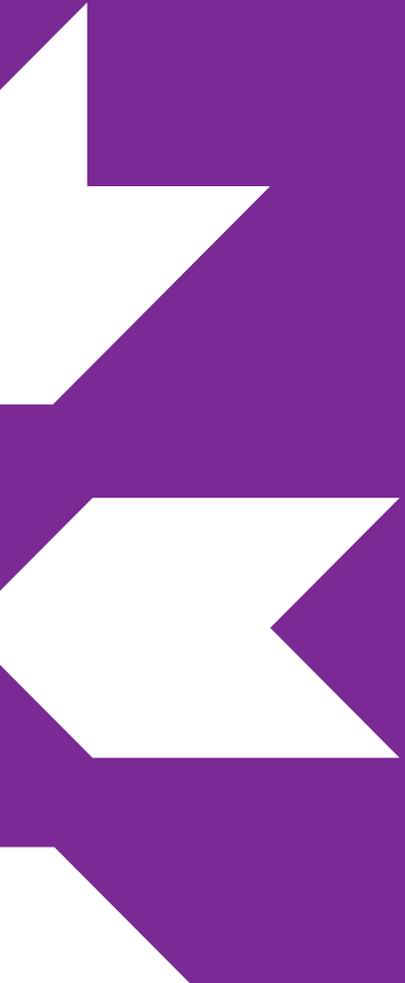
Managers with experience of commercial driving tend to be more likely to mention skills gained as a result of attending FORS training

Q.P7b Since attending the FORS Practitioner / Manager do you feel...?
Base: All who attended training - Managers (137)



Managers with experience of commercial driving are more likely to say their confidence has increased a lot and least likely to say 'don't know'

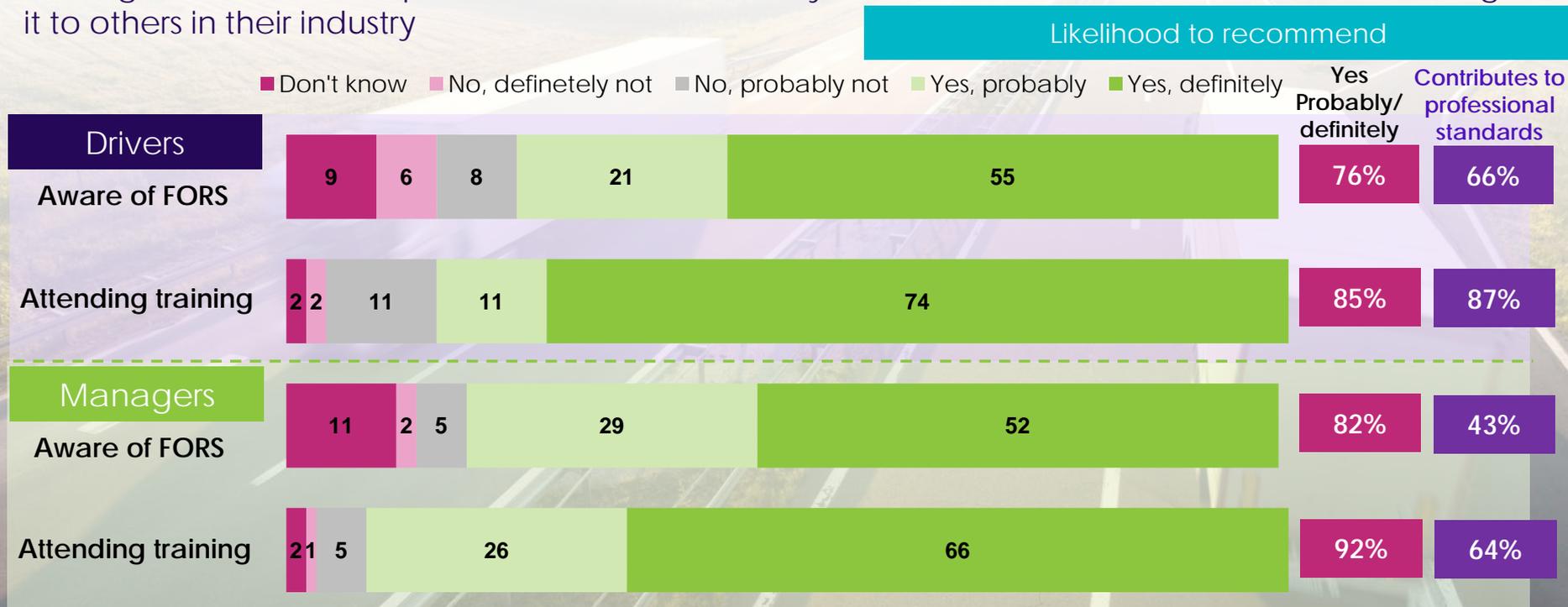
Q.P7c As a result of the FORS Practitioner / Manager workshops are you more confident in your role as transport manager? Base: All managers - (250), All managers attending training (137)



Increased uptake

Strong likelihood to recommend FORS, particularly among those attending training

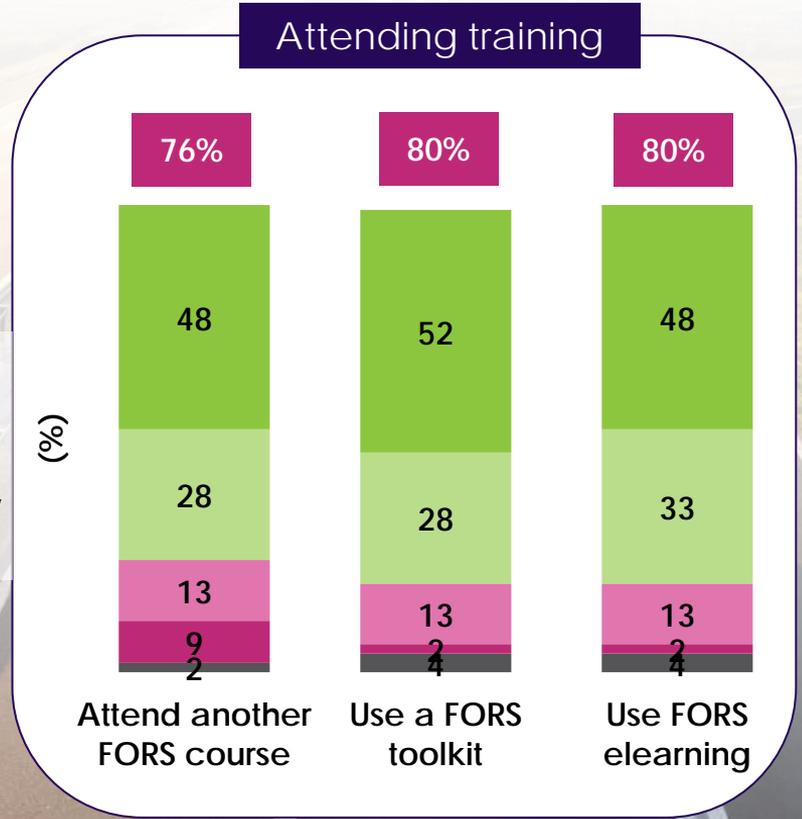
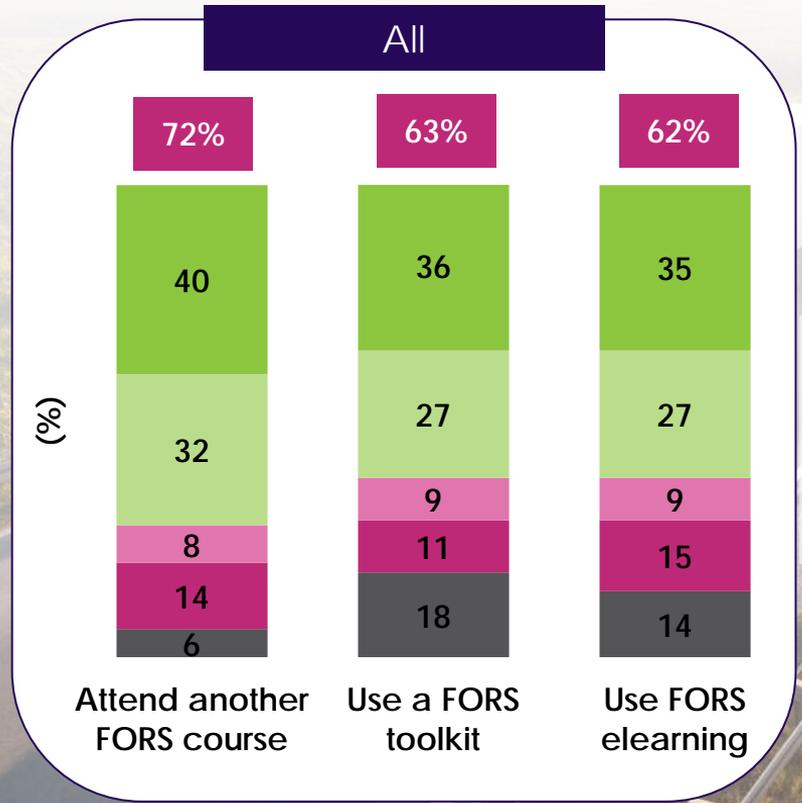
There is however a degree of inconsistency, while managers have some reservations about the training's contribution to professional standards, they have no reservations about recommending it to others in their industry



Q.U1 Would you recommend FORS training courses to others in the same industry? Base: Drivers aware of FORS courses - (96), Drivers attending training (46), Managers aware of FORS (239), Managers attending training (137)

Drivers who have accessed FORS learning are likely to use further learning in the future

Future learning intentions



- Yes definitely
- Yes probably
- No probably
- No, definitely
- Don't know

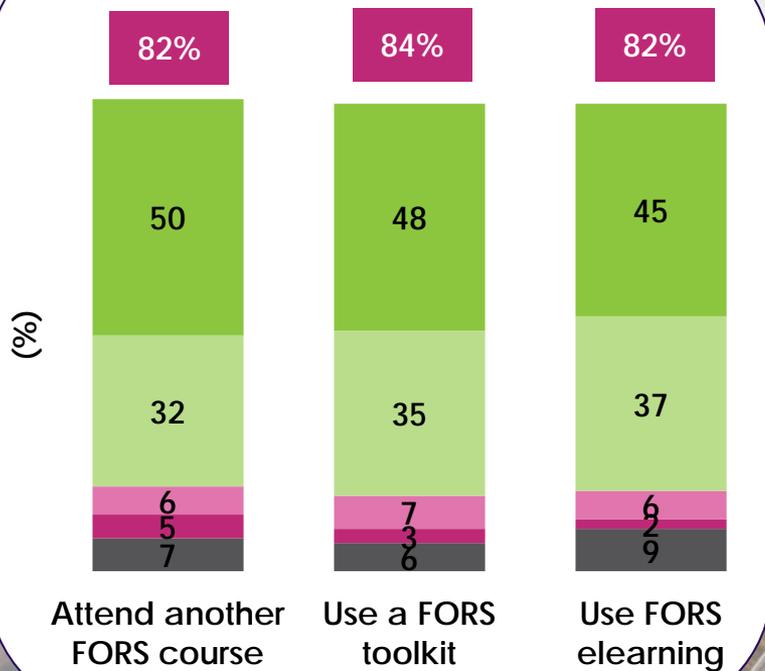
Q.U2/U3/U4 Given a choice, would you...

Base: All (182), All who attended training - (46)

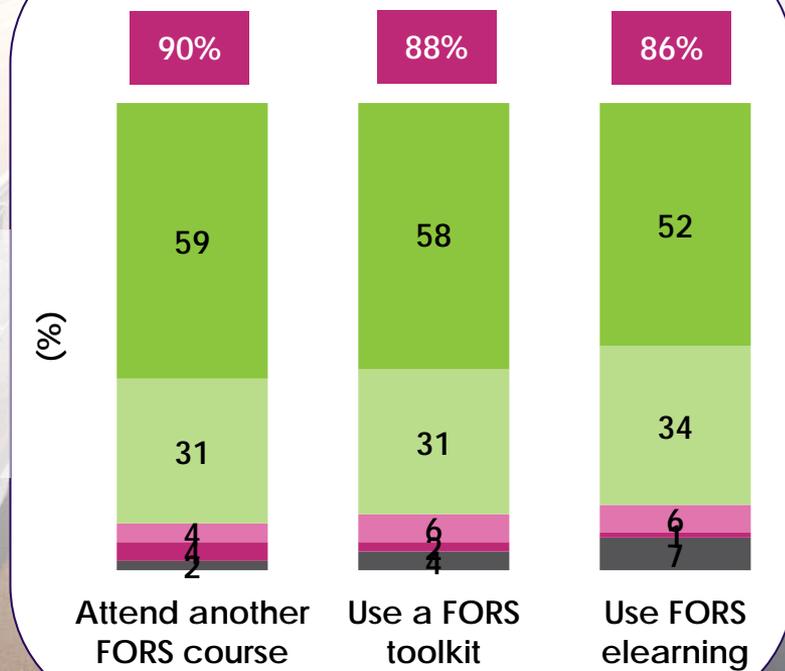
Many managers are also likely to use further FORS learning in the future

Future learning intentions

All



Attending training



- Yes definitely
- Yes probably
- No probably
- No, definitely
- Don't know

Q.U2/U3/U4 Given a choice, would you...

Base: All (250), All who attended training - (137)



Drivers recommend a range of changes to the current FORS training programme

No one change stands out as being required by managers. Nearly half say there are no changes required to the current programme

	Drivers	Managers
More localised training so drivers don't have to travel too far for training	35%	4%
Trainers that are ex-drivers	35%	1%
Making FORS training compulsory at all levels	28%	0%
Compulsory refresher courses using Toolkits/eLearning	26%	0%
Travel and accommodation subsidies	11%	0%
Greater availability (dates/times)	0%	9%
Nothing/No changes	11%	47%
Don't know	9%	14%

Q.U5 What changes would you recommend to current FORS training programme?

Base: All who attended training, Drivers (46) Managers (137)



Other recommendations are highlighted by drivers

Few comments suggest that some drivers believe other road users should also receive training

'Extend it to cyclists and moped riders.'

'Train the cyclists, they ignore ALL traffic signs.'

'[FORS] Website should be easy.'

'A more reasonable reason for its application...far better to educate the public.'

'Scrap it...drivers have enough legislation to contend with.'

'[Courses] not needed, common sense.'

The managers commenting suggest a range of improvements to the administration and content

Communication around the competencies gained as a result of attending the course could be useful for attendees

'We don't understand the differences with the courses.'

'More cross training with cyclists and driver. Get Cyclists more involved too. Educate them with some of our issues.'

'Less emphasis on chasing the couriers and more on the cyclists. It's the cyclists that need the training and not the lorry drivers.'

'Too much information, it needs to be consolidated and structured to make it easier to understand.'

'Couldn't see how I failed. Some feedback would be handy.'

'Availability and locality.'

'eLearning courses are hard to access for big groups of people because each person needs their own unique number and to register individually.'

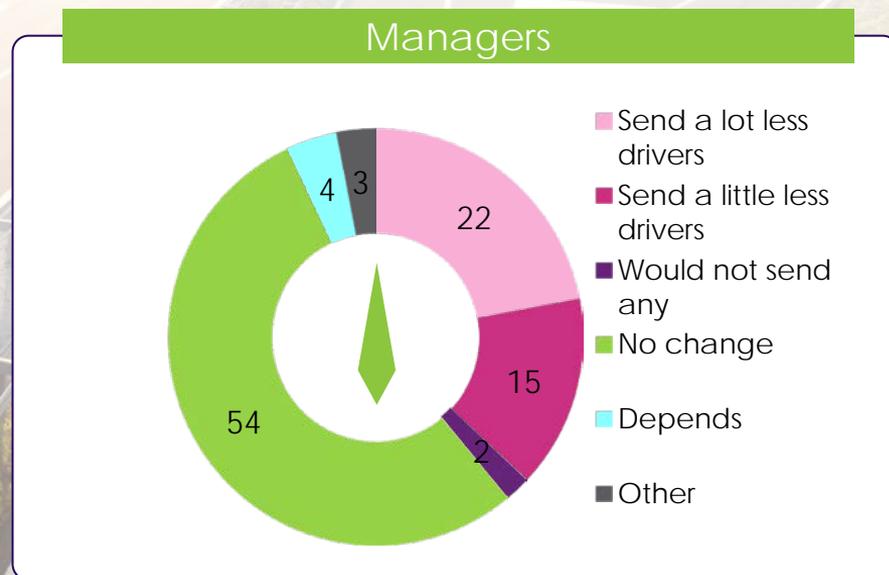
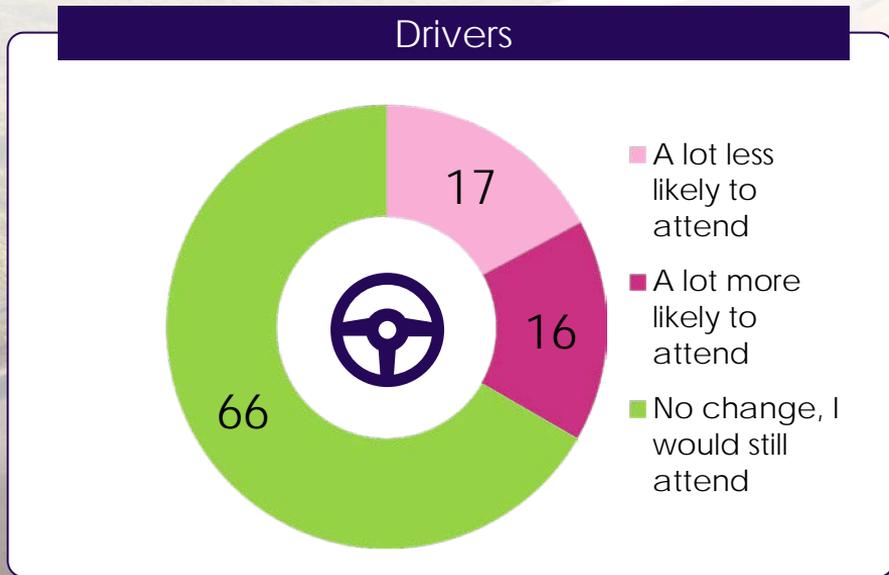
'Making the standard of FORS clearer for operators. We only found out what we must adhere to after we failed the accreditation.'

'The content of the eLearning needs to be more tailored for both drivers and managers, people might get a bit more out of it.'



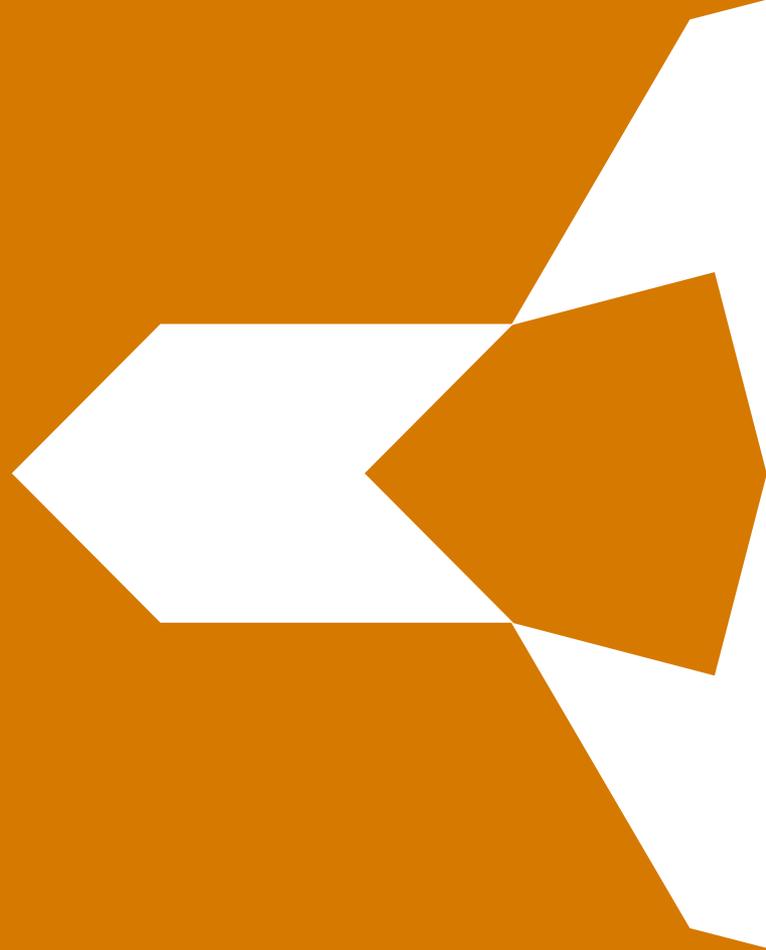
Introducing a fee to the FORS Safe Urban Driving Courses is likely to have some impact on course take-up

Just under half of managers believe that a change to the course subsidy would have an impact on their ability to attend courses. There is greater optimism among drivers with two thirds saying there would be no change as a result



Q.F1/QF2 Currently FORS Safe Urban Driving Courses are fully subsidised by FORS, going forwards this is something that FORS may change and your employer may be required to pay for these training courses. What, if any, impact would this have on your likelihood to **send drivers on the course/your likelihood to attend** in the future? Base: All - Drivers (182), Managers (250)

Recommendations



Recommendations

There is potential to increase the awareness levels of FORS among drivers

01

Scope to use managers as FORS ambassadors and actively engage them to promote training and Toolkits to drivers

Awareness of FORS courses/Toolkits is lower for drivers

02

To increase the up-take of FORS training and use of Toolkits, use hooks like **'career development'** to encourage more drivers to attend courses. Potential for a solution similar to the **'Manager Practitioners workshops'** targeted at drivers

Some managers 'don't know whether FORS training contributes to professional standards

03

Managers could benefit from **further communications** around the course objectives and the competencies gained as a result. This is likely to **reinforce the value of FORS** training courses/Toolkits

- A pre-course email outlining the **objectives of the course** may provide greater clarity for managers
- Post course, a follow up reminding attendees **to implement** the course/Toolkit **learnings** may minimise some of the uncertainties highlighted

A cohort of managers indicate that the introduction of a fee may impact FORS training take-up

04

Comms targeted at both drivers and managers focusing on how FORS learnings can be **continuously applied** will ensure that the courses are perceived as invaluable and good value for money

Driver comments

Few comments suggest that some drivers believe other road users should also receive training

'Extend it to cyclists and moped riders.'

'Train the cyclists, they ignore ALL traffic signs.'

'[FORS] Website should be easy.'

'A more reasonable reason for its application...far better to educate the public.'

'Scrap it...drivers have enough legislation to contend with.'

'[Courses] not needed, common sense.'

Manager comments

Communication around the competencies gained as a result of attending the course could be useful for attendees

'We don't understand the differences with the courses.'

'More cross training with cyclists and driver. Get Cyclists more involved too. Educate them with some of our issues.'

'Less emphasis on chasing the couriers and more on the cyclists. It's the cyclists that need the training and not the lorry drivers.'

'Too much information, it needs to be consolidated and structured to make it easier to understand.'

'Couldn't see how I failed. Some feedback would be handy.'

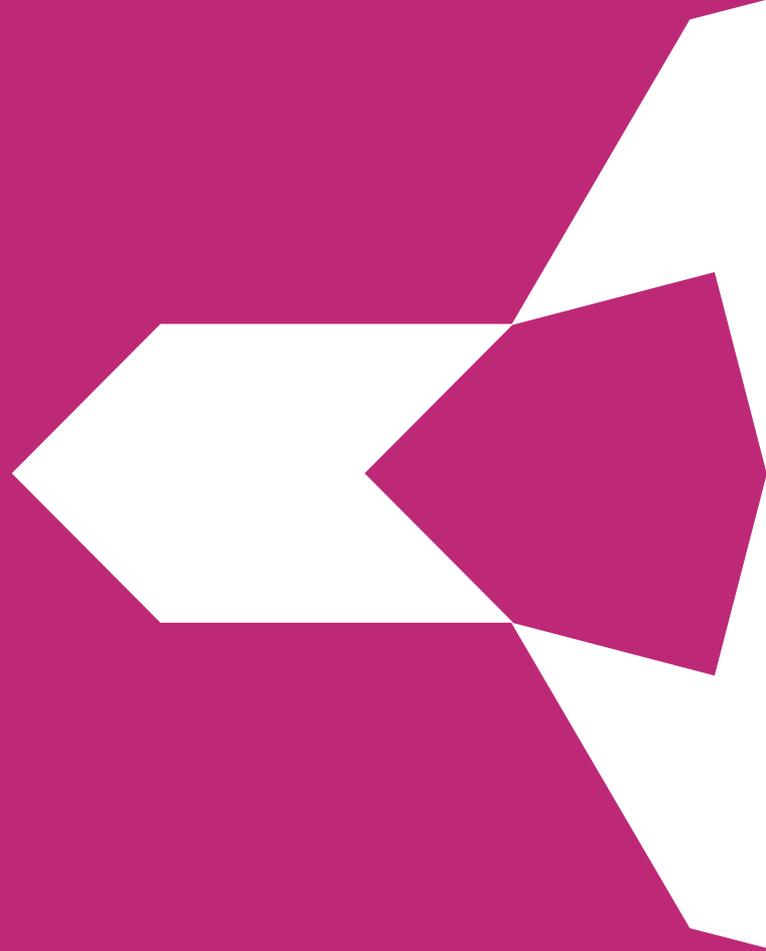
'Availability and locality.'

'eLearning courses are hard to access for big groups of people because each person needs their own unique number and to register individually.'

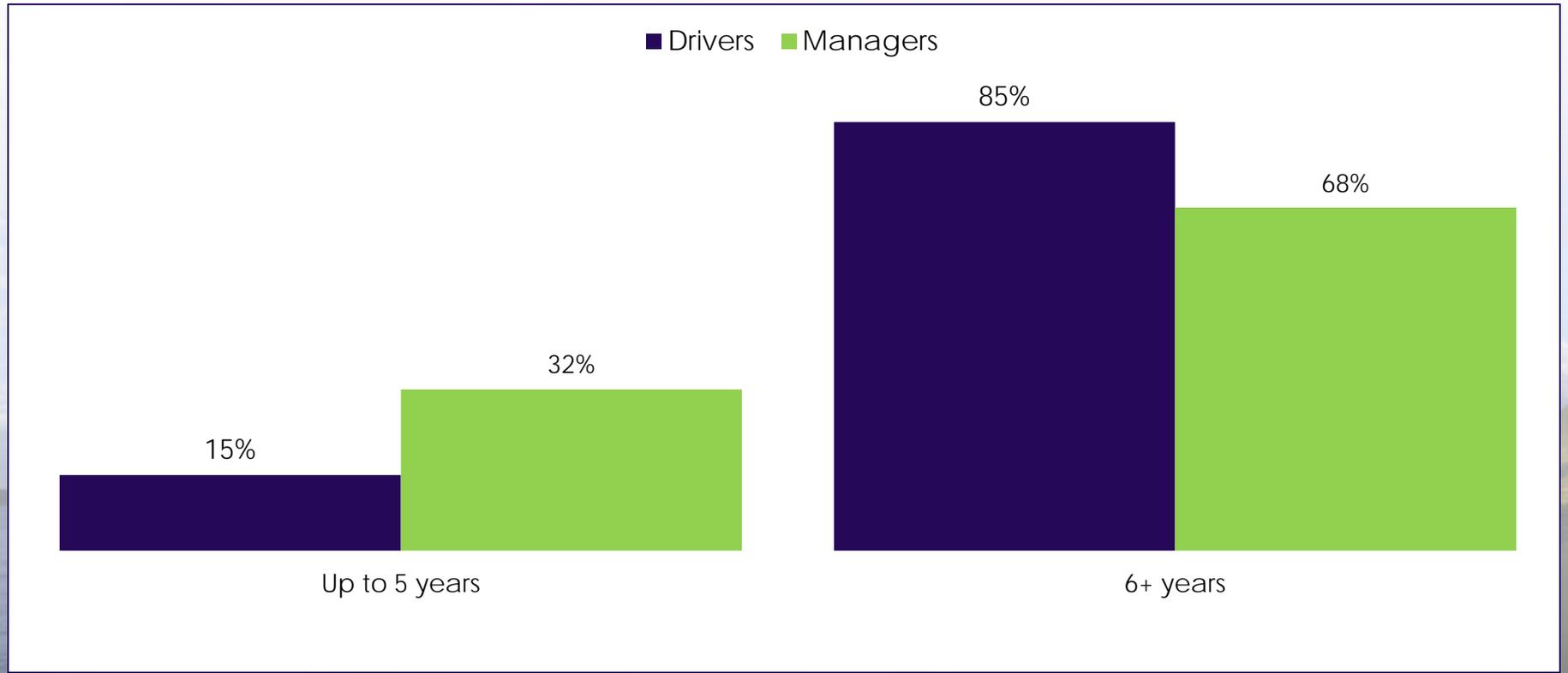
'Making the standard of FORS clearer for operators. We only found out what we must adhere to after we failed the accreditation.'

'The content of the eLearning needs to be more tailored for both drivers and managers, people might get a bit more out of it.'

Demographic profile



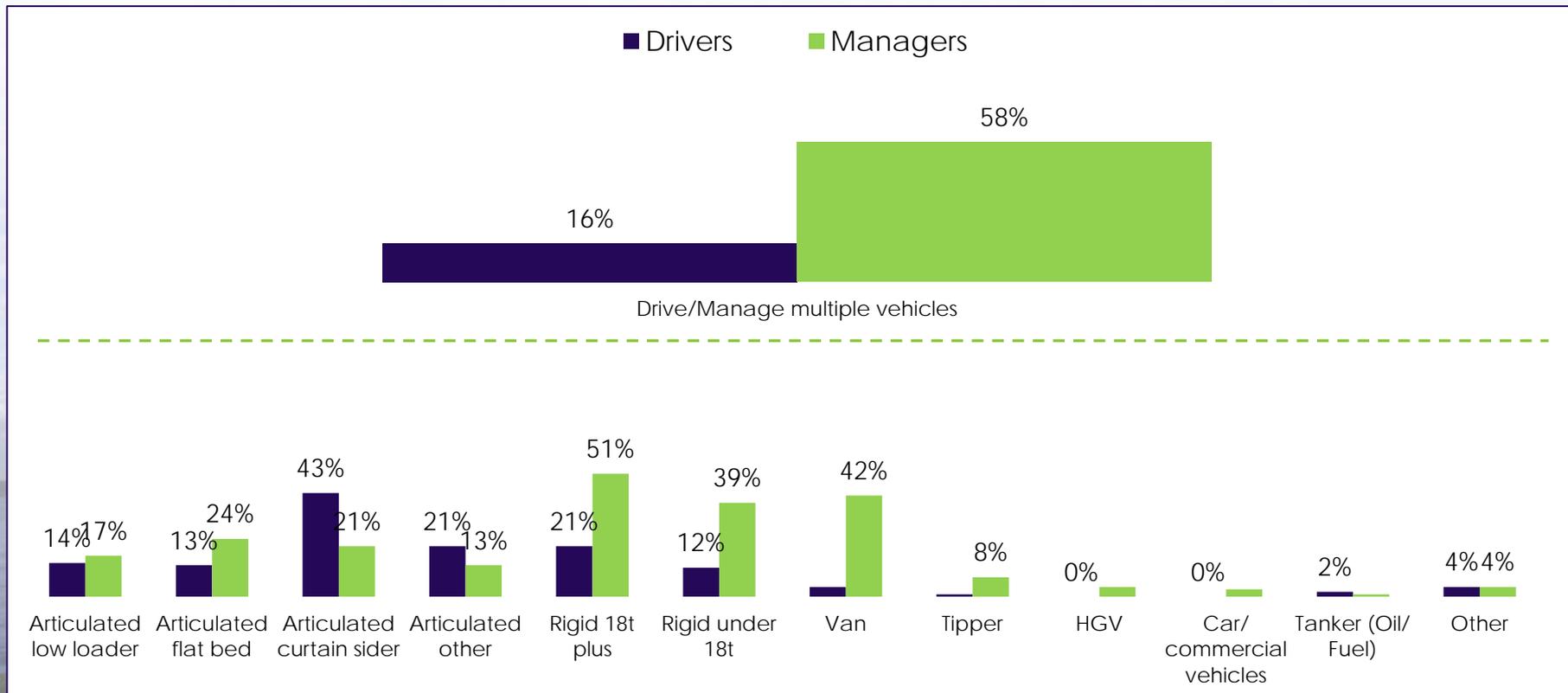
Experience in role



Q.B3b How many years have you been a fleet manager? Q.B2a How many years have you been working as a driver?
Base: Managers (250); Drivers (182)



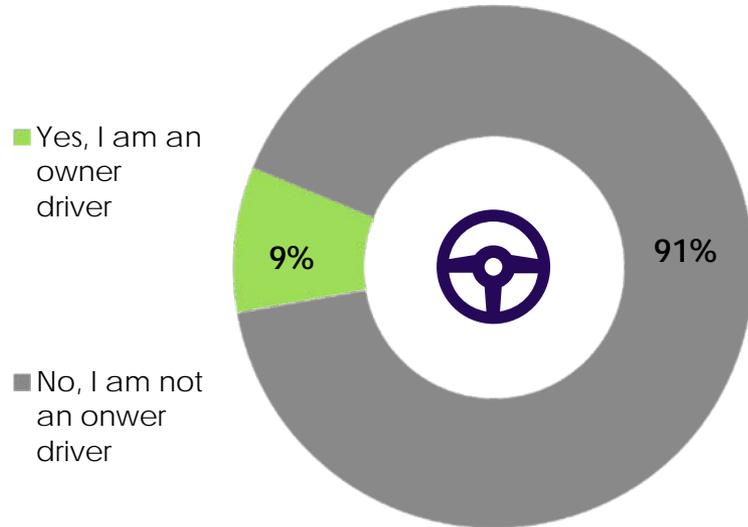
Types of vehicle driven/managed



Q.B5ab What type(s) of vehicle do you drive as part of your job/manage? Base: Managers (250); Drivers (182)

Drivers

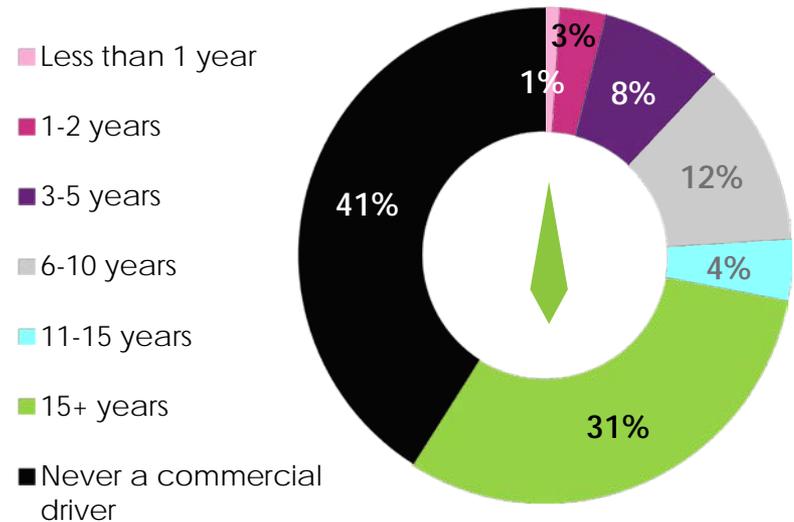
Owner driver/employed



Q.B2b Are you an owner driver? Q.B4 What industry(ies) do you work in? Base: Drivers (182)

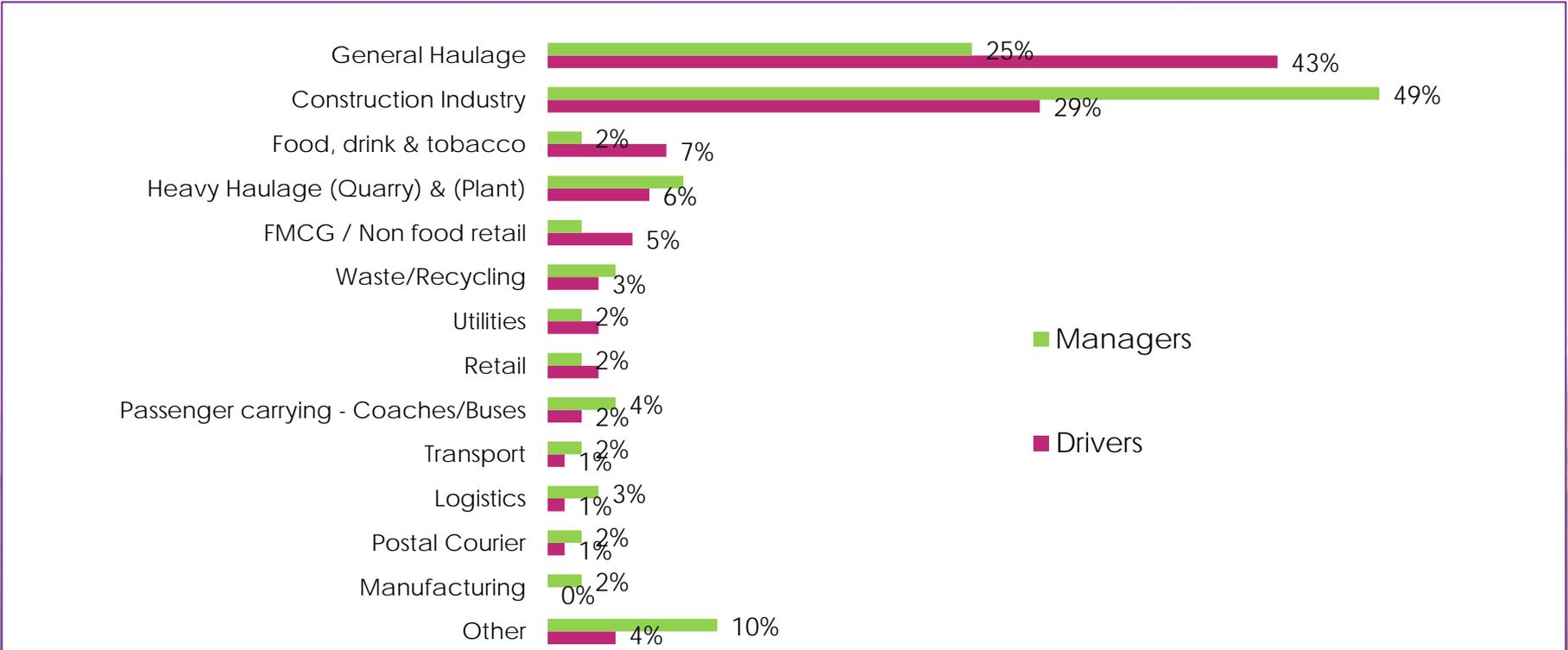
Managers

Length of years as commercial driver



Q.B3c How many years did you drive commercially? Managers (250)

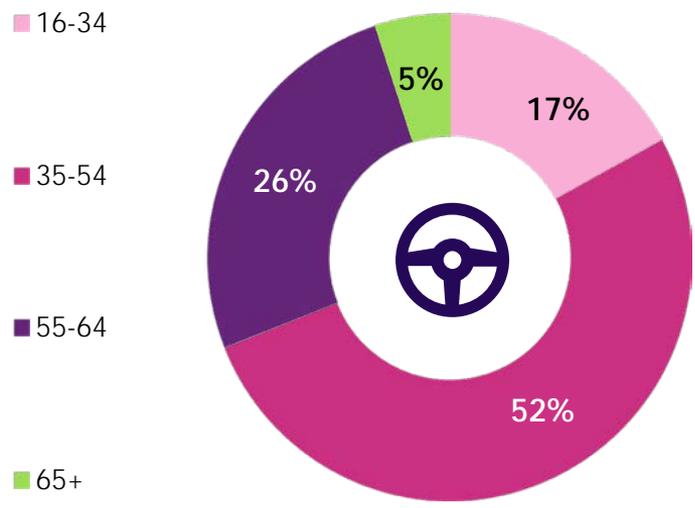
Industry



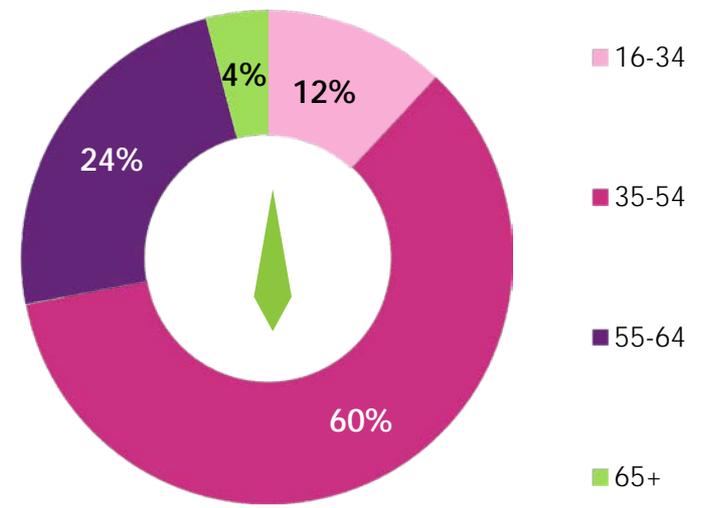
Q.B4 What industry(ies) do you work in? Base: Managers (250); Drivers (182)

Age

Drivers



Managers



Q.B1 How old are you? Base: Managers (250); Drivers (182)

Interview locations

	Completed interviews	%
Road Chef – Clacket Lane Eastbound	30	16%
Road Chef – Clacket Lane Westbound	29	16%
South Mimms	86	47%
CEVA despatch office	37	20%

Interview location, Base: All drivers (182)

Freight and fleet training
provision
Final Report (Qual)
September 2015
TfL number:
FT number: 1826b
v1.0

future
thinking



Freight and fleet training provision

Qualitative research –
final report



Contents

- Objectives
- Approach
- Sample
- Research findings
 - Context
 - FORS training
 - Funding
- Conclusions
- Recommendations
- Meeting the Objectives

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Overarching objective

- The principal objective of this research is to evaluate whether the current suite of FORS training meets the needs of Fleet Operators, Managers and drivers to bring about effective behaviour change and contribute to TfL's Surface Outcomes of Safe and Efficient Deliveries in London.



Research objectives

The research will seek to:

1. Determine the **impact and performance** of the current Freight and Fleet training portfolio and its contribution to improving the knowledge and skills of fleet managers and commercial drivers
2. Evaluate the **quality** (look and feel) of the Freight and Fleet training portfolio, its balance of training media used and reputation in the market
3. Define current and future **industry training requirements** and determining operator and driver selection criteria for training
4. Establish how widespread the **awareness** of the Freight and Fleet training portfolio is and establish how hard to reach and new audiences could be **motivated** to undertake the training
5. Explore reactions to the continuation of the funded Freight and Fleet training offering and reactions to hypothetical discontinuation or withdrawal of **funding** in part or in full
6. Recommend and prioritise how TfL can improve its training offering to **meet demand and increase uptake** while maintaining alignment to Surface Outcomes



Approach

Methodology



1. To achieve these objectives we gained input from drivers and fleet managers, covering those with existing knowledge/experience of the Freight and Fleet training suite and those new to the scheme (all registered in the last 3 months).



2. We also spoke to training providers to get a wider view of how the training is perceived by trainees and in the industry.



3. Qualitative research interviews explored the issues in detail.



Sample

52 x teledepth interviews were completed, lasting approx. 30 x minutes each.

1 Transport Managers

- 7 x FORS Gold
- 7 x FORS Silver
- 7 x FORS Bronze
- 7 x FORS Registered
- Across UK

28 in total

2 HGV Drivers

16 x affiliated

- 4 x non-affiliated
- Across UK

20 in total

3 Training Providers

All teach FORS courses

- Across UK

4 in total



Research Findings



Context



Background

Overall research context

- All respondents claim driving in London has become particularly intense in recent years
 - Increasing numbers of road users and cyclists are joining a restricted urban road network
 - Sense that other large cities are following London in terms of traffic intensity
 - HGV drivers feel their job has become increasingly challenging as a result
- Focus on cyclist safety has forced HGV sector to respond
 - HGV drivers have a lot to absorb – new vehicle technology and codes of driving conduct
 - Strong focus currently upon health and safety, security and training
- Majority of respondents are in favour of shift towards stronger HGV standards and legislation
 - See benefits in terms of greater professionalism and improved safety standards
 - Many view as an opportunity to strive towards improved company performance and reputation
 - Some operators are more likely to positively embrace changes than others (ie larger operators, recently merged, new ownership etc)

Recent years have created challenges and opportunities for HGV community

HGV drivers in 2015

- HGV drivers feel under scrutiny from mainstream media regarding cyclists (esp london)
- Drivers feel the job is becoming more challenging – but many are ‘up for the challenge’
- Faced with a lot of changes – eg new cameras, mirrors, vehicle design, drivers hours, safety, conduct etc
- Drivers are anxious about accidents with cyclists, and are determined to be as safe as possible when on the road
- Younger drivers more likely to cycle (especially those in semi-rural areas)
- Many claim they would never cycle in London, due to perceived vulnerability and risk

“

In London you need eyes in the back of your head, the traffic is so much busier, and there are cyclists everywhere
HGV driver, Midlands

”



“

You just don't want to go home and say that you have killed someone
HGV driver, South East

”

Younger generation of HGV drivers embracing change more positively than older counterparts

HGV managers in 2015



It's our make-up...we made that decision when we set the company up, and it's not something we want to lose sight of
HGV manager, South, Bronze



I make to sure we are really on the ball with everything that we do
HGV manager, South East, Silver



- HGV transport managers are typically ex-drivers and empathise with drivers current challenges
- Some drivers claim managers are more understanding - eg *not* setting exact delivery times
- Many are committed to moving company forwards with regards to compliance and training
- Some managers struggle to find time and resource to manage accreditation processes, audits and compliance obligations
- Managers feel under pressure to meet new and evolving compliance requirements
- Managers aware of ageing HGV drivers 'crisis' and are struggling to recruit quality replacements

HGV managers are much more aware of legislative requirements upon their industry



Standards encountered in the research

HGV respondents are associated with a wide range of compliance



Multiple standards can cause frustration

Overlapping standards can lead to duplication of effort for some operators

- Operators generally select standards and training that meets their needs
- However, some critical of overlapping standards and requirements inconsistencies which require duplication of effort in response:
 - Eg Some claim Crossrail require separate SUD course – as well as FORS generic SUD
 - Eg Minor changes to HGV stickers cautioning cyclists costing £thousands to reissue
- General sense that operators can still pick and choose standards and training configurations that help them avoid rigorous assessment by industry
 - Eg CPC can be reduced to 'box-ticking' exercise

“

I like the variety on the CPC course, but they should tighten it up - some guys just do the Taco course every year - for 5 years
HGV driver, Midlands

”

Desire to see more joined-up approach = consistent across entire HGV industry

“

It has changed dramatically - at the end of the day there are so many different groups out there
HGV manager, Midlands, Silver

”

Whilst standards are taken seriously, sometimes inconsistencies cause frustrations



FORS appreciated for setting standards



Viewed as raising standards across HGV sector



- Viewed as providing a robust and necessary benchmark for road network
- Construction / haulage operators view FORS accreditation as essential to access client sites (eg Crossrail) and to maintain / win contracts with large / public sector clients
- Mostly perceived as a London-based standard - recognition of spreading through supply chain (and regionally)
- Managers appreciate FORS is helping make life harder for 'cowboy' operators
- Many view FORS as a badge of pride – demonstrates commitment to professionalism (and differentiates from competitors)



Before FORS there was nothing! On sites there was no banksman...you could just reverse in off a dual-carriageway! It's much less dangerous on sites now
HGV Manager, South East, Gold



It's set in stone with FORS - it's a great benchmark. I have seen them turn away drivers even though they know they are desperate for their loads
HGV Manager, Midlands, Bronze



I think it's the best thing that has happened in the UK
HGV Manager, Midlands, Silver



This year we won the FORS gold award we are very proud of it
HGV Manager, South, Gold



FORS is well regarded as providing standards that can be agreed upon and worked with

Some frustration with FORS processes



Some smaller operators feel FORS relationship can be difficult to manage



- Minority (smaller operators) feel accreditation audit process is demanding, inconsistent and repetitive (esp for smaller operators when graduating from bronze up to silver and gold)
- Some feel FORS are now a more distant and less responsive body (less personal, struggling with greater numbers) than when they first started
- Minority complain FORS has turned from government body ('protecting people') into a commercial organisation ('making money')
- Some criticism of general low-level communication and dissemination of changes to legislation, compliance etc



We are up for renewal next month...so I have to pay for bronze, silver and gold all over again, and do all that paperwork all over again to be audited...
HGV Manager, South East, Gold



Different assessors have different takes on interpretations of the requirements of the standard
HGV Manager, South East, Bronze



It was great when they first started, you could get help on anything you needed
HGV Manager, Midlands, Silver

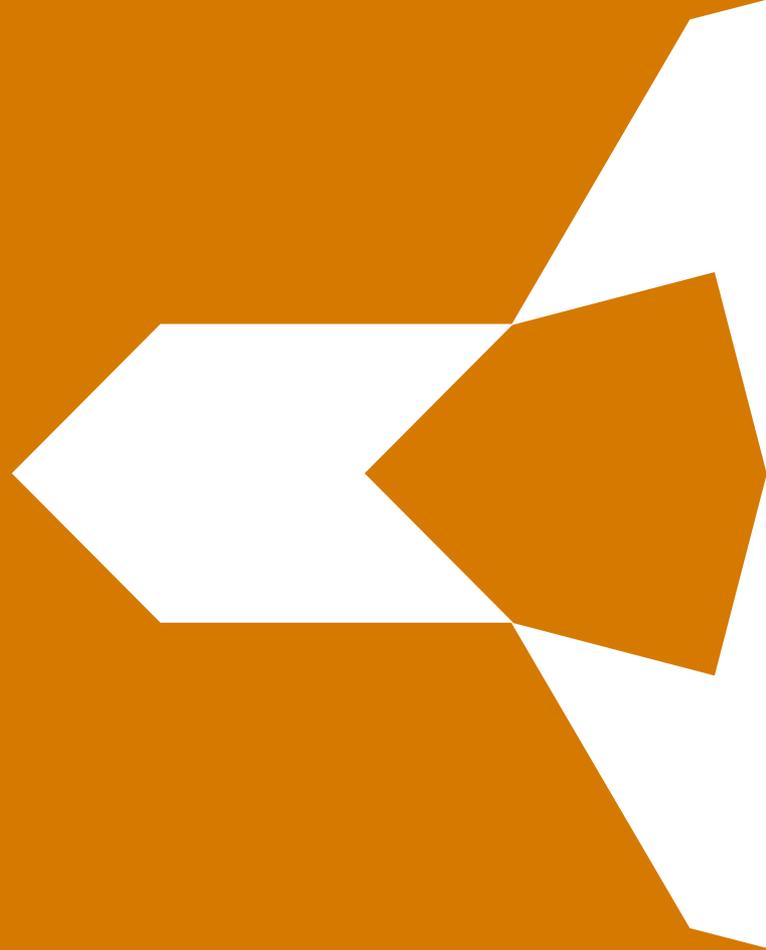


We are in two minds about FORS - they are trying to make it too big, and they are forgetting about why they started...
HGV Manager, South, Silver



Some are sceptical of impact of enlarged FORS scope and evolution from public to private body

FORS Training





Majority approach training positively

Operators view training as essential in new compliance climate



- HGV community now following a more structured programme of training
 - Training viewed as essential in current times
 - DCPC still the focal point for majority –
 - Some criticism of DCPC (eg once a year, option to follow same course x 5 times), but overall regarded as solid platform upon which to develop further training modules
- Larger operators most likely to invest resources in training
 - Feel more obliged to maintain high standards due to contracts with large clients
 - More resources at disposal to invest in driver training (and new mirrors, cameras etc)
 - Majority train in winter and sometimes on Saturdays – as less disruptive to work schedules



Transport Managers

- Pro-active approach
- Acceptance HGV world is changing
- Keen to 'get on board' and steer company / staff towards greater professionalism
- Some go *beyond* standard requirements – in desire to demonstrate their commitment

HGV Drivers

- Younger drivers (20s-40s) more positive towards training
- Older drivers (50s+) less positive, nearing end of career
- Less comfortable with change overall

“ I like to go on training courses - you are never too old to learn
 HGV Driver, London ”



Majority approach training positively

Operators view training as essential in new climate



For us it is continuing professional development, we will keep training our staff, we have the backing of our MD, and we pride ourselves on the awards we get
HGV manager, South, Gold



Training is very important as it can help us in cost efficiency, less accidents, less harmful to people, and also we are more sensitive about our company image and reputation
HGV manager, London, Silver



It's all good isn't it? It's important for me to keep up with everything, to make me a better driver
HGV driver, midlands



Transport Managers



HGV Drivers



My philosophy is - if they need the training, they need the training...it just has to be done they go when they have to go
HGV manager, south, Silver



We employ external companies to go out randomly with our lads to check that everyone is up to speed...it costs us a fortune to be honest...but it is needed
HGV manager, south, Silver



I like to go on training courses - you are never too old to learn
HGV Driver, London





FORS SUD is highly regarded by managers

Generally viewed as essential and useful to embed into company culture

NEED

- Bottom-line = managers do not want accidents – so they see SUD course as essential
- Viewed as forming part of FORS accreditation (higher levels)
- Fulfils overall aim of raising standards across organisation (some send van drivers too)

LOGISTICS

- Managers liaise with drivers to identify optimum time to go on course
- Smaller operators sensitive to cost (lost man-hours, transport, accommodation)
- Smaller / regional operators prefer training venues in their local area
- Many schedule SUD courses in winter and on Saturdays (quieter at work, and less £ loss)

BENEFITS

- Less /zero accidents, more confident drivers, improved company image
- SUD course seen as 'paying for itself' in terms of wider impact and benefits
- Reduced insurance premiums reflects accident record rather than SUD per se (more likely for larger operators)

Managers are keen for drivers to enrol on SUD as they see a wide range of benefits



FORS SUD is highly regarded by managers

NEED

The cyclist awareness was always there, but they didn't quite realise how dangerous it can be when they go down the inside.....
HGV manager, South, Gold

We are basically driving something that can kill people - the likelihood of hitting a cyclist with a lorry and them surviving is about 2%.....
HGV driver, Midlands, Silver

I think it's good - we send all our drivers on it - I don't need to, but it's free and it means they have a look at it
HGV manager, Midlands, Bronze

LOGISTICS

We need to put more venues where we can do it nationally so that would help reduce costs...
HGV Manager, North

It's almost two days out of a working day - production costs take a hit with that
HGV Manager, North

It can be quite difficult to get drivers off work, due to level of commitment to workload
HGV Manager, South, Bronze

BENEFITS

This course is good for the company too - as if he learns more things it will prevent accidents
HGV Manager, South East

They are only really interested in numbers of accidents, and so you need a clean period in order to be able to negotiate
HGV South, Midlands, Silver

I see SUD as paying for itself in terms of the broader company benefits
HGV Manager, Midlands, Gold

We had a £70,000 reduction on our insurance premium this year
HGV Manager, Midlands

Drivers view SUD course an 'eye-opener'



Appreciate the need to see from a cyclists perspective



- An 'eye-opener' – valuable to see situation from a cyclists perspective
- Enjoy mix of theory and practical – especially riding bikes on road network
- Appreciate hard-hitting video – makes them consider the impact of a collision
- Most trainers considered engaging and credible



- Older drivers less enthusiastic; less likely / able to cycle, feel they know enough
- Minority unhappy with cycling element (unable to cycle, feel unsafe etc)
- Some request avoiding winter scheduling, due to getting cold outside
- Critical where trainers are not HGV drivers – as makes it less credible
- Drivers see a missed opportunity in not having cyclists join them on this course



- SUD provides them with practical skills – feel it should be compulsory in CPC
- Helps ease their anxiety about cyclists; builds overall confidence when driving
- Some evidence of increased cycling as a result of following SUD course
- Many suggest the SUD course should be taken as a 'refresher' every 2 years

HGV drivers mostly positive about SUD course and see as essential in lowering accident risk

Drivers view SUD course an 'eye-opener'



It was informative. I do ride a cycle anyway, but same again - we all need to go on a course
HGV driver, North

It was good, it was well presented, I enjoyed it, questions were very knowledgeable the overall course was quite good
HGV driver, Midlands

They give you real life examples of places, like roundabouts, so you recognise places and it really helps and gives you useable help to deal with common issues
HGV driver, South



It would be good if they came to our site...or just having more local venues where this can be presented
HGV driver, Midlands

Some trainers didn't have an HGV licence - and they are trying to tell him me how to drive!
HGV Driver, South

Other 'know it all' drivers are annoying - they basically disrupt the whole session.
Guys in their 50s
HGV driver, North West

IMPACT

Totally changed how I drive. I even drive my car differently now, more conscious of speed and don't see the point in taking chances
HGV driver, Midlands

Since the course, two of the guys bought bikes
HGV Driver, South East

It shook me up being on a bike with a lorry behind me. I give them more space now
HGV Driver, Midlands

It's invaluable - it teaches you patience, you learn how to be calm on the road
HGV Driver, London



SUD not viewed as essential when taking on new staff

Employers tend to prefer starting with a 'blank slate'

- Transport Managers admit their main focus is on 'finding the right person' when recruiting new drivers (ie driving skills and overall personality)
- Lack of previous training is not a 'deal-breaker' – as once recruited they prefer to train / re-train new staff to comply with the requirements specific to their sector
- SUD training therefore is viewed as an additional element of learning that can be delivered within this training process once recruited
- Majority of drivers interviewed do not tend to move between employers frequently – both operators and drivers seem to prefer long-term (professional) relationships



We don't rely on previous training - we train them up from scratch
HGV driver, south, registered



We do not employ HGV drivers...we tend to get van drivers from agencies, 12 weeks temp to perm, and then if they are right for what we need, then we proceed and get them trained up
HGV driver, midlands, silver



Our first impact is whether they can perform the job...they need the licence (CPC) first and foremost
HGV driver, north, bronze



SUD training is seen as something that can be provided once they find the right driver



eLearning is mostly used by committed operators

eLearning resources are well rated but underused

- Generally viewed positively in terms of the contents that are available - but HGV drivers not very savvy with digital technology overall
- Significant number of (older) drivers struggle with eLearning resources due to lack of computer / internet technology
- Some feel the optional aspect of accessing eLearning means it can be too easily sidelined and put-off for a future time
- One operator committed 80% HGV to complete some training online (but this is rare)
- General sense that eLearning is a 'nice to have' – but could benefit from greater push to operators to access (especially with new generation of e-literate younger drivers emerging)

"...but it has taken them about 18 months to make sense of it and get it together...and when you have 2-3 months to learn something, they tend to wait until the last week"
[HGV manager, south, bronze]

"That put me off eLearning - the fact that you can't police it - you can ask them to do it, but if you don't keep an eye on it - it ain't gonna happen"
[HGV driver, midlands, silver]



"There is some good stuff there, but there are a lot of other vehicle types and drivers out there that could benefit from this"
[HGV driver, south, silver]

"Generally they are well written, some of the navigation in parts of it are not so easy for the older drivers in particular, who are not so computer savvy, and they struggle with some of it and need their hands held to get through it "
[HGV manager, south east, bronze]

New generation of younger drivers may help increase uptake for eLearning



Toolkit is useful but under-used



- Generally well regarded by some HGV managers and some drivers – but not all operators are using this technical resource
- Appreciated for being easily accessible, and for being disseminated through operator staff by transport managers
- However, usage tends to be greatest among operators most committed to embracing compliance and standards (ie committed transport managers)
- Some view Toolkit as a useful ‘refresher’ to be visited some time after completing training.

“I also organise internal training, elearning modules from FORS website, and toolbox talks, regular briefings on vulnerable road users”
[HGV manager, London, bronze]

“We do use the Toolkit resources off the website sometimes - to do our own training if you like”
[HGV manager, midlands, bronze]



“Terry comes in every month and does all the digital downloads, and he does a lot of Toolbox talks and in-house training, and analyses things like if they have been speeding, or accident hotspots”
[HGV manager, south east, gold]

Toolkit is appreciated but could benefit from greater promotion with operators

Non-FORS courses

- HGV professionals are following a wide range of other non-FORS courses
- Some of these courses are sector-specific, whereas others overlap areas of FORS provision
- One course stood out as particularly useful – Safe and Fuel Efficient Driving (FTA)
- This course was highly regarded as providing invaluable practical tips and advice around how to maintain and run HGVs in a more efficient way

"You can learn things about saving fuel..."
[HGV manager, south, gold]

"We are looking at the FTA course to bring our supervisors and managers up to driver trainers, and we are waiting for a new course called CPC light, which is for vehicles up to 3 1/2 ton, so we will be feeding that back into the system as well"
[HGV manager, south east, silver]



Freight Transport Association
Delivering safe, efficient, sustainable logistics

"On one of the courses we learnt that by doing a 10 minute check in the morning on your vehicles - we saved £30,000 on fuel by getting the drivers to do these checks on their vehicles
[HGV manager, south, gold]

"I am looking for our guys to go on the fuel economy courses..."
[HGV manager, north, registered]

Safe and Fuel Efficient Driving course is appreciated for imparting genuinely useful HGV tips

Non-FORS courses

"Crossrail has set the benchmark in terms of standards..."
[HGV manager, south, silver]

"I am wanting to create an in-house course for our guys to go on about how to retain information – so all this stuff can be drawn upon on a daily basis..."
[HGV manager, south, silver]



"We also teach defensive driving here - it's basically about sitting alongside and watching how a driver drives...where he positions himself in the road"
[HGV manager, midlands, gold]

"Safer Systems at Work - we teach this in house"
[HGV manager, north, silver]

"...but also training on manual handling, substance misuse awareness, environmental awareness"
[HGV manager, south east, bronze]



FORS Practitioner highly regarded overall



Managers very positive towards taking this course

Course content

- No suggestions for change in terms of course content and delivery
- Majority are content with 9 x modules spread over 5 days (minority request more compressed timetable)
- Some suggest should be made mandatory at earlier level of FORS - as a way of further embedding good practice across the industry
- Course prompts HGV professionals to network

Course impact

- Relevant, helpful and informs them what they need at this level of management
- Embeds good practice and viewed as an essential reference point in working environment
- Helps fast-track new / ambitious managers, accelerating their careers and raising standards of safety /compliance in company
- One manager spent £000's on cycle-safe technology as a result of following course



Two managers suggested there is scope for FORS to create more management courses – identifying a 'gap' between driver SUD and manager Practitioner courses.

FORS practitioner widely regarded as relevant and essential development tool



FORS Practitioner highly regarded overall

"They are OK, some of them are very similar, they always involve cyclists...but that is what London is all about isn't it?!"
[HGV manager, south east, gold]

"It's a very good course, good for keeping you updated on standards and legislative requirements"
[HGV manager, midlands, silver]

"In terms of the FORS practitioner course, that is a good step forwards, but is still vague as to whether it's a nice to have or a necessity...unless it's a gold you are going for!"
[HGV manager, south east, bronze]

"We have one of our managers on the practitioner course and he goes out with the drivers to keep an eye on them, and to see what training they need"
[HGV manager, south, silver]

"As far as the practitioner is concerned it is a good course to go on - they were all very good. I don't know what it is like now it has gone private"
[HGV manager, south, silver]

"I like the modular structure of it - you can pick where you enter it"
[HGV manager, south, silver]

"It's a well structured course, good content There are a good range of activities in it as well...keeps you engaged"
[HGV manager, south, gold]





FORS training is seen as industry-leading



Majority feel FORS course content and delivery is high quality

- Courses appreciated as being updated regularly in order to keep with evolving standards and compliance requirements
- FORS accredited trainers generally regarded as committed, credible and engaging
- Drivers in particular enjoy practical / participation element of FORS courses – helps maintain engagement

“I think with FORS you actually learn something different...so hopefully they will keep these learning programmes”
[HGV driver, south]

“When we went out riding the bikes - that was the best one”
[HGV driver, south east]

“The cycling course (SUD) is done by an independent company, they come here - Charles and Dave, they was a good laugh”
[HGV driver, south east]

“SUD is better because the instructors get straight to the point”
[HGV driver, east midlands]

“The people that teach the courses are always very knowledgeable, they have real life experience that they share with us, not just reading from a book”
[HGV driver, London]

FORS training content is highly regarded and fits in well with overall FORS compliance



FORS training delivery reflects size of operator

Operators generally feel they can access the training their staff require

In-House

- Larger operators have infrastructure to deliver FORS training in-house (or FORS come to their site)
- Some customise content to tailor to their workforces' needs
- Overall operators are positive about this approach, as it provides flexibility to pick and choose

"Now we have got the FORS certification we do the FORS training ourselves"
[HGV manager, midlands, silver]

"We are also building our own courses but using the FORS course as the main elements of that...to tailor our needs for our guys"
[HGV manager, north, gold]

External

- Smaller / medium sized companies most likely to send drivers to external provider
- Quality of experience often reflects personality / charisma of trainer (prefer ex-drivers)
- Overall training quality of external trainers is considered high
- Some operators prefer their staff to get out of the office and to meet new people

Larger operators tend to have more options, whereas smaller operators rely on external providers

Future of HGV training

Health and Safety and vehicle efficiency are seen as areas of focus

- Current focus on compliance (especially health & safety) seems set to continue influencing training over next few years
- 'Refresher' courses suggested and requested by many as a way of keeping drivers mindful of training content
- Some suggest making some courses mandatory at earlier levels of accreditation / affiliation – in order to embed training into compliance

"Current trends are safe loading, vulnerable road users, driver hours...these are the core things nowadays"
[Training Provider]

"I think there is more acceptance that training and education is the way forwards...the difficulty is people think they have trained somebody and that's it and then they leave it alone for a long time"
[Training Provider]

"Refresher training is the focus now, with the industry trying to recruit a new generation of drivers and things like the Taco will always be there now"
[Training Provider]

"It follows the path of compliance really"
[Training Provider]

"I think the continual training is more important - we have regular updating...they have a great and intense start, but then they are left for a year which is a long time"
[HGV manager, east midlands, gold]

"At the moment it is all a 'nice to have', but it might be better if managers had to do these courses"
[HGV driver, south, bronze]



Demand for 'refresher' courses across all respondent groups

...and don't forget the cyclists!



- ALL respondents interviewed felt cyclists needed to improve their road-use behaviour
- High levels of frustration around cyclists behaviour
 - Positioning at junctions
 - Jumping red lights
- Frustration that 'anyone' can jump on a bike and cycle on the road network with no training
- Sense that spotlight is currently on the HGV community – and that they are now doing their bit
- Desire to see spotlight turn onto cycling community – in terms of training and awareness
- Some HGV drivers and managers see an opportunity for shared learning by bringing cyclists into SUD courses

"I think there should be something for the cyclists - we do what we can to be aware of their behaviour, but there should be something for them as well"
[HGV manager, south, gold]

"There is a feeling that there is not enough being cascaded out to the wider public about the responsibilities of cyclists and motorcyclists who are vulnerable and unaware of their responsibilities and risks"
[HGV manager, south, bronze]

"Someone can get off a plane in Heathrow go to London and jump on a Boris bike with no training whatsoever...and if a taxi or a truck hits them because they have done something silly - then it's always our fault"

[HGV manager, south east, registered]

"I think having 6 cyclists and 6 drivers in one class would be good - we could organise that here, we have good contacts in the cycling world"

[Training provider]



Funding

Majority accept reduction in funding SUD course

Larger operators most positive overall



- Majority unsurprised that funding may be reduced / removed
- Foreseen as being 'on the cards' as FORS expands remit across sectors and UK
- Sense of FORS training being 'locked in' with FORS accreditation, so majority will maintain current commitment
- Larger operators, especially those in South East and with construction contracts, are most accepting and committed
- Majority feel cost of SUD course is good value and modestly priced

“

To be honest we'd carry on regardless...ultimately we don't want any dead people as a result of our drivers
HGV driver, south, bronze

”

“

Even if they cut the course funding, a lot of the drivers will just do it
HGV driver, north west, registered

”

“

It wins us work, it demonstrates our commitment, we get lower insurance premiums - it's self-funding
HGV manager, south, gold

”

“

As long as the cost is reasonable, it's not a problem
HGV manager, midlands, silver

”

“

For me I am a professional lorry driver. If the cost goes up then it goes up. If I was a tennis player and the cost of tennis shoes went up I wouldn't give up tennis
HGV manager, midlands, silver

”



Some are resistant to funding reduction

Smaller, regional and older operators highlight issues



- Some smaller / regional operators feel funding reduction affects them the most - due to perceived higher total costs associated with training workforce
- Some of these in early stages of FORS registration may look at other options (ie sign up to non-FORS standards and training alternatives)
- Some transport managers feel FORS should wait until it has created more momentum and membership before reducing funding
- Some view funding reduction alongside charging for FORS accreditation audits as a 'double whammy' for smaller firms



"The bigger the company the more they can swallow the costs up and they have more clout than people like me..."
[HGV manager, midlands, silver]



"It comes down to compliance - obviously if you need the SUD course as part of the FORS package to get the contract, then companies will do it"
[Training Provider]



"If they start charging for that then I'd expect to see a big, big decline in drivers going on it"
[HGV manager, midlands, bronze]



"There are two major hauliers in the south east who are thinking why go for London contracts? Why not just go for contracts where we don't have to jump through all the hoops..."
[Training provider]



"They are now charging for the audits...and if they start charging SUD courses as well, then I'd say they are making a mockery of the system"
[HGV manager, north, silver]





Some suggest compromise options

Partial subsidy option seen as providing a sensible compromise



- Majority wish to continue with FORS affiliation, but feel course funding does help keep them engaged with FORS overall
- Smaller and regional operators suggest that partial subsidy and provision of local training venues would help reduce their concerns
- Others suggest more distributed model – with more in-house training as an option



You are releasing drivers from work and also pay for training as well... - if we could deliver the courses in house that is something we could look into
[HGV manager, south, bronze]



There may be some options where we can teach these modules ourselves - but I think there needs to be a national criteria for this...it needs to be a national scheme - then you are going to get that consistency
[HGV manager, midlands, silver]



It would be a great help if FORS had more regional training centres - like in the midlands and the north
[HGV manager, east midlands, bronze]



Some see scope for FORS to support other aspects of training delivery to soften funding cuts



Conclusions

The bigger picture

Assessment of FORS training exists within larger context of compliance and clients

FORS should be thinking...

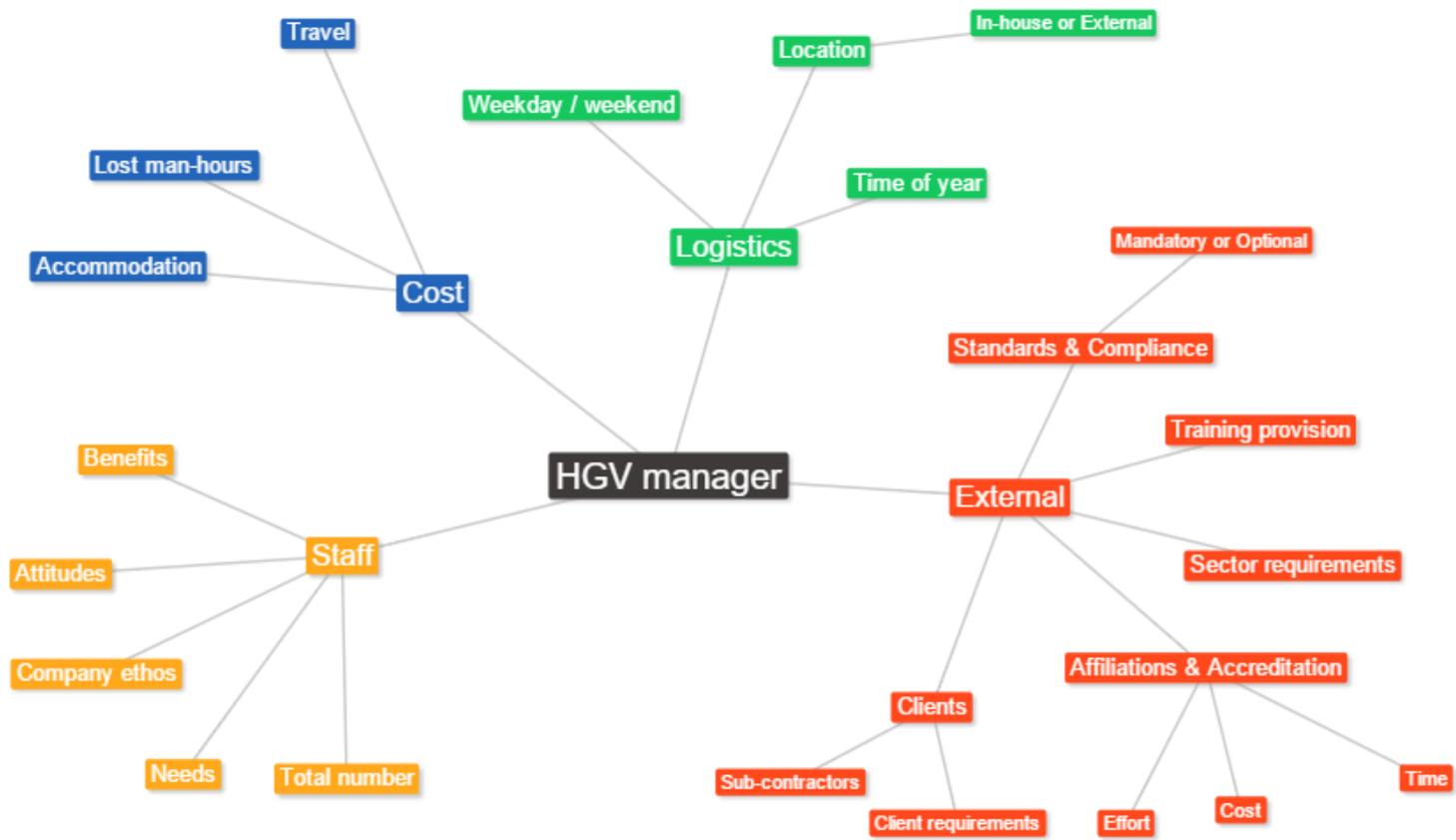
- Decision to select FORS training reflects wider business decision to remain within FORS accreditation - or not
- The actual training course content only forms one part of operators' decision-making
- Therefore, strategic planning around FORS training needs to factor in the bigger picture - as this is what ultimately shapes operators decision-making
- Otherwise, the risk for FORS is that some operators will instead select a combination of other standards and training provision as an alternative to FORS

Operators will be thinking...

- How much is the course per driver?
- How will this course benefit our company?
- Are we legally obliged to do this course?
- How long does the course take?
- Will this course help us retain / win clients?
- Where / when will the course take place?
- How much will we lose in terms of man hours?
- How much will this cost us in total?
- How many staff need to do this course?
- Will this course help improve our company reputation?
- What other providers teach this course?
- How essential is this course to our sector overall?
- How does this course fit into our drivers CPC?



How operators view their matrix of decision-making





FORS has potential to set benchmark across standards

HGV operators feel FORS is well positioned to set standard across entire sector



- Respondents from all three sample groups suggest FORS is in a justified position to become the primary recognised standards provider across the HGV industry
- A sense that out of cycling 'crisis' FORS has emerged as a benchmark of excellence that the industry has lacked until now
- FORS training is perceived as fitting in seamlessly into this new and professionalised landscape
- FORS seen as providing a strong position from which to take on other industry standards
- However – perception is FORS needs to extend out of public sector / south-east / construction realm in order to achieve wider coverage

"It's 'FORS for London' at the moment ain't it? I think it should be nationwide if everyone adapts to it, then all well and good"
[HGV Manager, midlands, silver]

"I think they are justified in expanding - their standards are good and will help weed out the cowboy operators"
[HGV Manager, south, silver]

"They have Boris running TfL, and he needs to say 'this is what we want', and move forwards with it - I think it should be national."
[HGV Manager, south, silver]

FORS is currently perceived as representing excellence – and so in a good position to extend

Training providers see challenges for FORS

Providers see an opportunity - but also a need to engage with all HGV sectors

"It would save all the confusion in the world if someone said "this is the only standard and baseline for everyone to work to". Obviously we are not there yet, and if it is FORS, happy days"
[Training provider]

"I think FORS need to do a lot of work to make it appeal to everybody..."
[Training provider]

"It's the same story with anything when you want to change something dramatically in an industry structure, or anything like that, it slowly gathers momentum...very slowly and then eventually it goes over that precipice where somebody says "It's got to happen", or maybe someone who everyone looks up to as the biggest and best in the sector does it and then everybody follows suit and before you know it, it runs away with itself"
[Training provider]

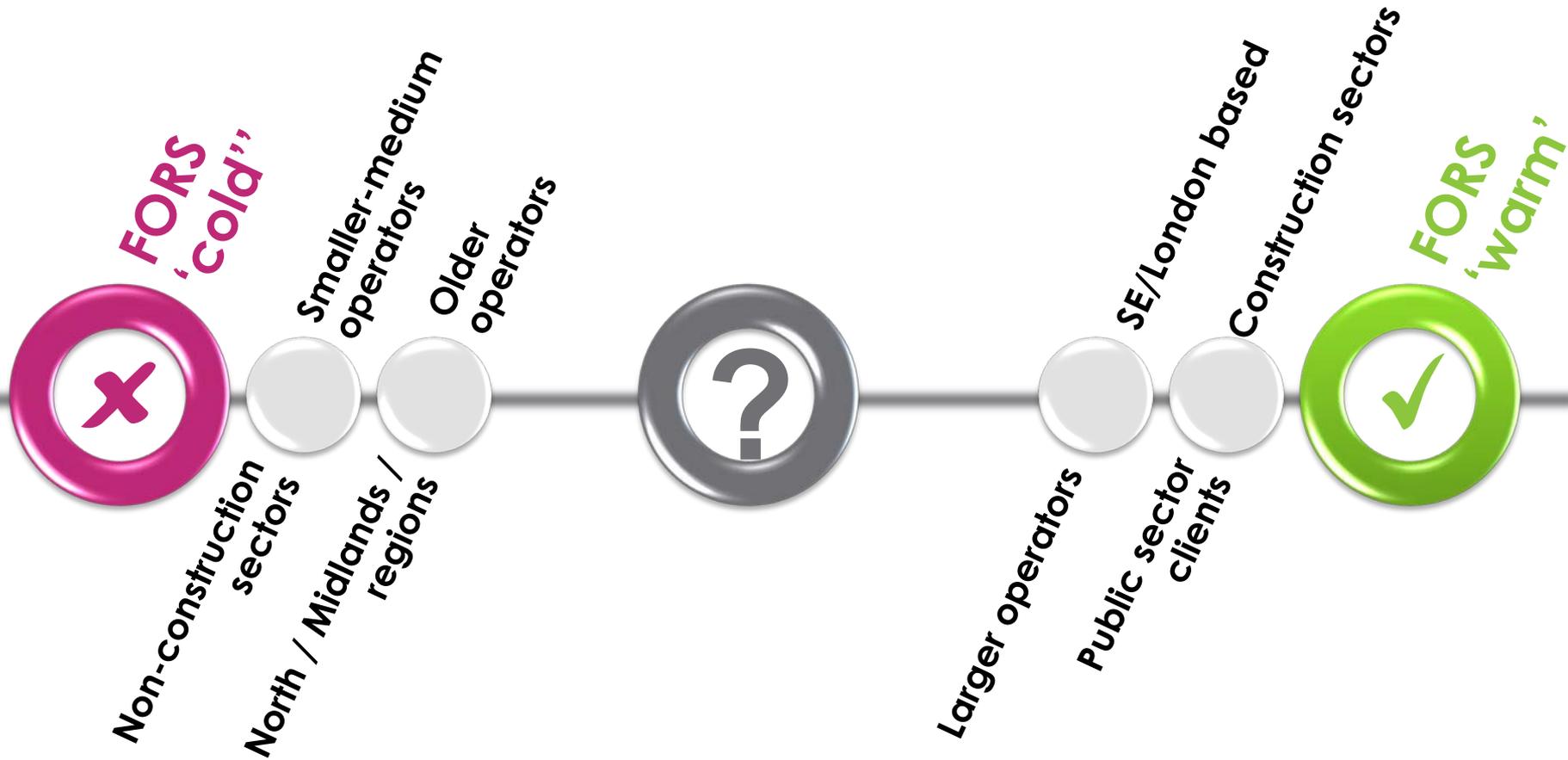


"It's a mixed picture...it's mostly local authority contracts that require it...so I don't think it has taken off in the commercial world so much"
[Training Provider]

"If it had government backing from the viewpoint of making it mandatory, the DoT pushing it, then all of a sudden it would have a completely different face on it"
[Training provider]

"The secret is if the order originator adds it into their requirements, then it will become a no-brainer, and it will travel rapidly around the country the difficulty is there's a degree of uncertainty as to whether it is the way forwards or not, or whether it's just another layer of bureaucracy and cost"
[Training Provider]

FORS support spectrum





Recommendations



Increasing FORS SUD uptake

The following actions can be considered in order to encourage greater uptake of FORS training:

- Part-subsidise courses for smaller / regional / non-construction operators
- Closer collaboration with existing regional FORS accredited training providers in order to strengthen regional offer (eg SKS / 'Train-a-Trainer')
- Closer contact with smaller / regional operators to assist in securing and filling training courses in local venues (ie avoid travel and accommodation expense)
- Flexible scheduling – cater for both weekdays and weekend courses
- Embed courses more closely into CPC and / or FORS accreditation (esp in earlier levels)
- Provide innovative incentives – eg tax-free CycleScheme
- Involve cyclists on SUD course alongside HGV drivers
- Build on Practitioner to empower staff to deliver SUD and other FORS course content in-house
- More refresher training
- Liaise with insurance industry to explore options around reduction of premiums based on SUD training

Increasing FORS SUD uptake

"The training is good, we encourage it, it just needs rolling out across the whole of the industry..."
[HGV manager, midlands, bronze]

"I think ideally you need training and reminders on this kind of thing constantly - to really get drivers understanding and making these changes"
[HGV driver, south east, registered]

"The instructor told us about the cycle to work scheme, and the gaffer here mentioned it as well"
[HGV driver, south east, silver]

"It was a good course for 1 day, but it was quite a long day. I got home at 10:20pm - it would be nice if there were other venues around the country"
[HGV driver, north, bronze]

"I think they need to let regional providers like us get on with it let the local experts do it, as this will make it much more credible - otherwise it is seen just as a London thing"
[Training provider]

"They should consider part-subsidising the course for the regions outside of London otherwise operators up here in Yorkshire are faced with either going all the way to London to do it for free, or to go locally and pay"
[Training provider]

"Could FORS do the 'Train a Trainer' thing? That might help get more on their courses"
[HGV manager, midlands, silver]

"I think they should make the SUD course compulsory as part of your CPC - it's just something we should all have to have"
[HGV driver, midlands, bronze]

"I think vans are next...we are already putting our van drivers on SUD courses"
[HGV driver, south east, silver]



An abstract graphic design featuring overlapping geometric shapes in a vibrant orange and white color palette. The shapes include a large white arrow pointing left, a smaller orange arrow pointing right, and various other polygons that create a layered, dynamic composition. The background is a solid orange color.

Meeting the objectives



Research objectives

The research will seek to:

1. Determine the **impact and performance** of the current Freight and Fleet training portfolio and its contribution to improving the knowledge and skills of fleet managers and commercial drivers
2. Evaluate the **quality** (look and feel) of the Freight and Fleet training portfolio, its balance of training media used and reputation in the market
3. Define current and future **industry training requirements** and determining operator and driver selection criteria for training
4. Establish how widespread the **awareness** of the Freight and Fleet training portfolio is and establish how hard to reach and new audiences could be **motivated** to undertake the training
5. Explore reactions to the continuation of the funded Freight and Fleet training offering and reactions to hypothetical discontinuation or withdrawal of **funding** in part or in full
6. Recommend and prioritise how TfL can improve its training offering to **meet demand and increase uptake** while maintaining alignment to Surface Outcomes

Answering the objectives

1. Determine the **impact and performance** of the current Freight and Fleet training portfolio and its contribution to improving the knowledge and skills of fleet managers and commercial drivers

A

Drivers and Managers feel FORS courses have increased their technical knowledge and broader awareness of compliance requirements. There are little/no suggestions for alterations to course content – just a request for more ‘refresher’ courses to be built into the overall CPC regime.

B

SUD courses generally have a significant impact on HGV drivers, who report enhanced driving skills and more empathy towards other road users. Managers view a wider range of benefits, including improved company ethos and reputation, improved driver attitude and (sometimes, eventually) reduced insurance premiums.

C

Transport managers view FORS Practitioner courses as invaluable for their professional development, especially in terms of taking a lead in driving through compliance within their own companies.

Answering the objectives

2. Evaluate the **quality** (look and feel) of the Freight and Fleet training portfolio, its balance of training media used and reputation in the market

A

HGV community feel FORS course content is relevant to the current requirements of HGV compliance, and that training course materials are engaging – though this is largely dependent upon the performance of the trainer.

B

HGV drivers respond best to verbal presentations, preferably given by ex-HGV drivers - but are less likely to engage with eLearning materials.

C

The SUD course is appreciated for it's balance of practical and theory, and for the impactful video content. Some older drivers are less interested in this course, however the new generation of younger drivers are much more committed.

D

FORS content is regarded well in terms of currency and being updated to reflect ongoing changes with compliance – as managers in particular view this as essential.

Answering the objectives

3. Define current and future **industry training requirements** and determining operator and driver selection criteria for training

A

Operators are very aware of the need for training in order for all staff to be compliant with current and evolving health and safety standards and various other codes of conduct. The current focus on health and safety compliance is seen as likely to continue for the next few years.

B

Operators are very keen for HGV drivers to be confident and skilled at driving through intense traffic scenarios, in order coming into contact with vulnerable road users.

C

The majority of operators liaise with their drivers when selecting training courses – especially with smaller companies. Transport managers have a more complex decision-making process to go through when deciding on training for staff – which includes a range of factors (cost, timing, accreditation, value across company, legal obligation, client requirements etc).

Answering the objectives

4. Establish how widespread the **awareness** of the Freight and Fleet training portfolio is and establish how hard to reach and new audiences could be **motivated** to undertake the training

A

Awareness is mixed overall. Awareness is strongest amongst larger operators in London/SE, specialising in public sector / construction clients, and weakest among smaller-medium sized operators based in regional areas of the UK, and those not specialising in public sector / construction sector (regardless of location).

B

There are a range of options that could be explored in order to increase awareness and motivation to undertake FORS training. One option is to embed FORS standards and training into national legislation – regardless of sector – in effect obliging all HGV operators to comply. A less forceful approach could involve provision of a range of innovative support options – eg part-subsidising courses for smaller / regional / non-construction operators; closer collaboration with regional operators and training providers in order to facilitate regional courses (cheaper and less logistically demanding); liaise with insurance industry to explore premium reductions based on FORS accreditation / training.

Answering the objectives

5. Explore reactions to the continuation of the funded Freight and Fleet training offering and reactions to hypothetical **discontinuation or withdrawal of funding** in part or in full

A

HGV community are generally accepting towards reduction / withdrawal of funding – for two reasons. 1 – they feel they are already ‘locked in’ in terms of client requirements around FORS accreditation. 2 – they believe the benefits of FORS courses (especially SUD) are wide-ranging and significant enough to continue regardless of funding scenarios.

B

Those most accepting and positive of reduced funding are more likely to be larger operators, and those based in the SE/London, with large public sector / construction site clients. Those more critical of funding changes tend to be smaller operators, and those based outside of the south east, and with less dependence upon public sector / construction sector clients. Training Providers responded with a more nuanced view.

Answering the objectives

6. Recommend and prioritise how TfL can improve its training offering to **meet demand and increase uptake**.

A number of options exist for FORS.

1

Part-subsidise FORS courses for specific operator segments (ie smaller, regional, non-construction, non-public sector clients, older operators)

2

Closer collaboration with regional operators and training providers to facilitate a more sensitive and supportive engagement – in order to provide local and cost-effective training

3

Embed FORS training more comprehensively into FORS accreditation and CPC (ie national legislation)

4

Seek to broaden FORS accreditation across UK and all HGV sectors

5

Explore innovative incentives for course attendees (eg reduced fees for bronze audit; tax-free CycleScheme etc)

future thinking

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